



Cooperative Education Report

Building Brand Positioning at Globalblue

Written by

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We have approved this cooperative report as a partial fulfillment of the cooperative education program semester 2 academic year 2020.

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Acknowledgement

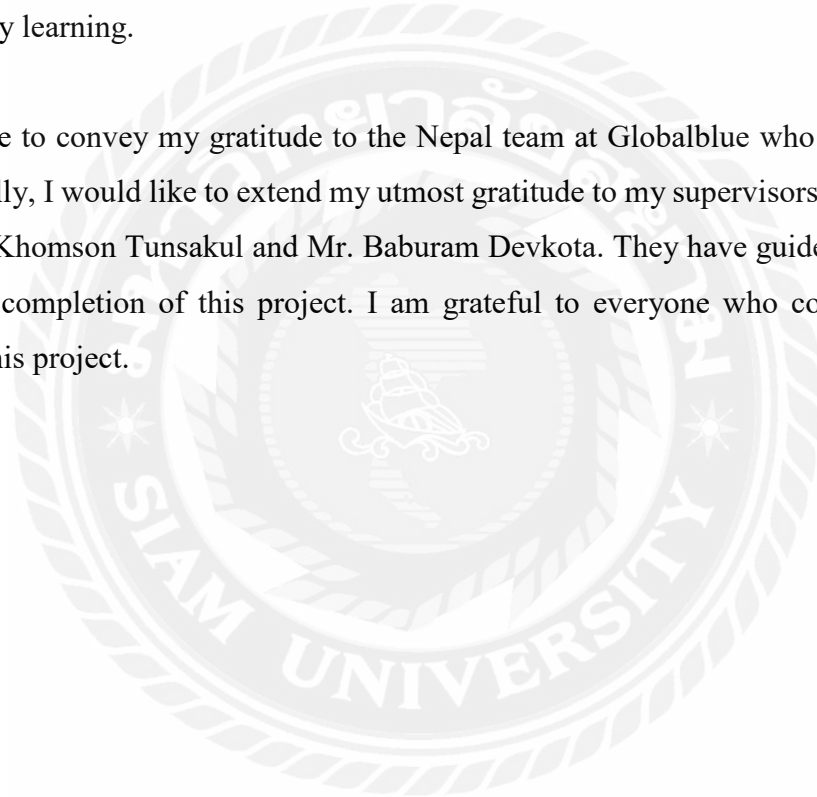
I would like to express my sincere gratitude to the Academic Faculty at Kathmandu College of Management for incorporating 14 weeks of internship as a part of our curriculum. Doing so has not only helped me learn about the corporate world but also apply all the knowledge gained during my college years practically. In addition to this, I would like to thank Mr. Swastik Subba who guided me as my immediate supervisor throughout my time at Globalblue and also contributed immensely to my learning.

I would also like to convey my gratitude to the Nepal team at Globalblue who were amazing to work with. Finally, I would like to extend my utmost gratitude to my supervisors from both SIAM and KCM, Mr. Khomson Tunsakul and Mr. Baburam Devkota. They have guided me throughout this journey of completion of this project. I am grateful to everyone who contributed for the completion of this project.

Thank you

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Project Title: Building Brand Positioning at Globalblue

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Abstract

This cooperative report entitled “Building Brand Positioning at Globalblue” incorporates details on the content management, employee engagement, and brand positioning at Globalblue. Globalblue is a sales consulting agency that helps accelerate the revenue generation of bold and disruptive products. Its head office is in Gurgaon, India however, it highly outsources its workers from other countries like Nepal and Thailand.

The major objectives of this report are: (1) to learn and develop my content writing skills by understanding how the company wants to position itself (2) to understand the importance of brand positioning for a company in an industry where there is a huge consumer behavior change. Throughout this internship period, I gathered deep knowledge about the adoption and development of the SaaS industry in India as well as other countries. My major responsibilities included assisting in the content management department, learning about the company’s brand positioning, and also contributing towards the employee engagement plan of the company.

Upon the completion of this internship, it was evident that the company was able to have a strong position in the market through its branding. The company also seems to have a great potential of

expanding its workforce to more and more strategic locations besides Nepal, India, and Sri Lanka. With the up and coming adoption of SaaS companies, the company has a strong future with its brand positioning.

Effect of the ongoing pandemic: COVID-19

It has been more than a year since the first human case of COVID-19, the disease caused by the novel coronavirus, was detected. The initial human traces of the virus were first found in Wuhan city, China in December, 2019. Due to its highly infectious nature, the World Health Organization (WHO) declared it a Global Pandemic in March 2020.

The first case of COVID-19 in Nepal was confirmed on 23 January, 2020 (The Kathmandu Post, 2020). The country went on its first lockdown in March, 2020. This decision to control the virus put a halt on the country's ongoing activities in different sectors. From schools to offices to restaurants, everything was closed down. Depending on its nature, many people were compelled to carry out their work from home. Even KCM conducted classes online.

However, even after the lockdown situation eased, there was still a lot of risk getting out of the house unless it was absolutely necessary. As for my situation, I was lucky enough to get accepted into an organization that worked remotely. Even though the organization is based in India, it has a remote workforce consisting of people from different parts of the world.

I consider myself extremely lucky to not have had any severe disruptions because of the pandemic during my internship period. Moreover, it gave me an opportunity to learn more about how a company operates remotely.

List of Acronyms

KCM: Kathmandu College of Management

WHO: World Health Organization

IBBA: International Bachelor's in Business Administration

SaaS: Software as a Service

COVID-19: Coronavirus disease

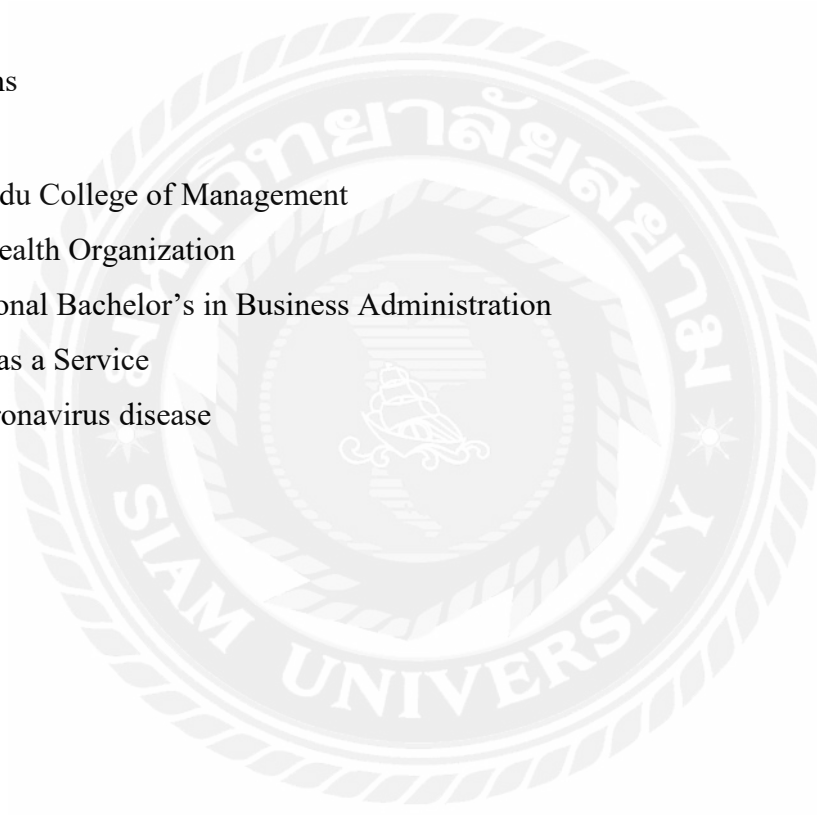


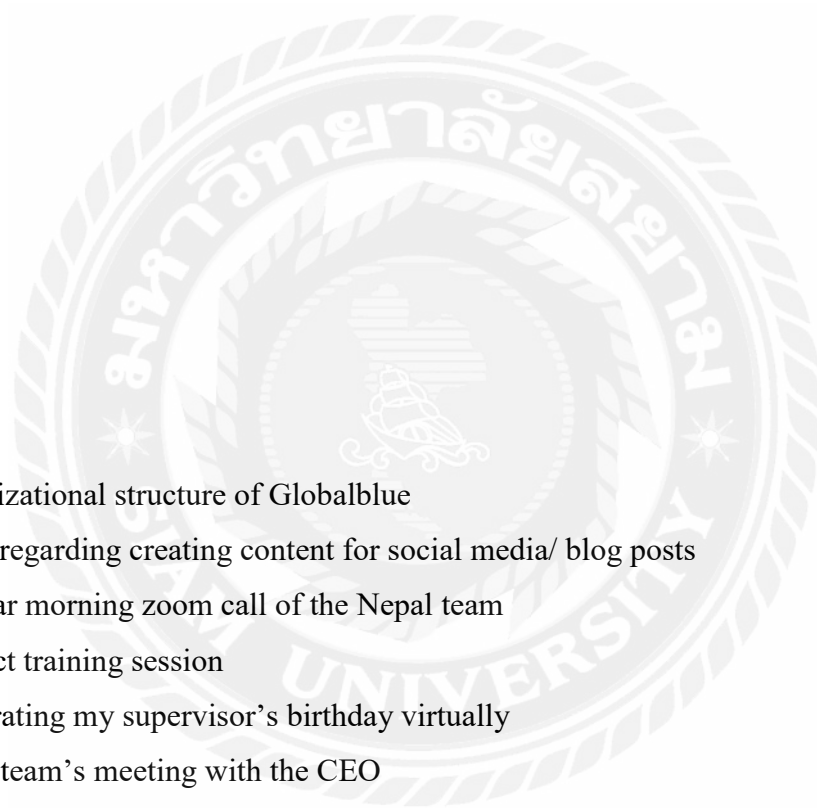
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Chapter 1: Introduction

1.1. Company Profile

Established in May 2020, India, Globalblue was founded by grasping the opportunities that were brought by the changing dynamics of the sales industry (<https://www.globalblue.io/>). For the last 20-25 years, the sales industry is experiencing a huge shift. The fast progressing technology has increased the SaaS adoption in India which created a massive opportunity for companies that provided cloud application services.

Globalblue is a salesforce of skilled and tech-augmented professionals committed to realizing the reach and transformational potential of bold and disruptive SaaS and technology products. It's mission is to accelerate the revenue generation of such SaaS and technology companies and provide outsourced sales solutions to find, acquire and engage customers across all channels.

To help companies design, implement, and deliver customer-focused programs and gain an edge over their competitors, Globalblue provides the following solutions:

- Product awareness
- Demand generation
- Full-cycle sales
- Customer success

1.1.1 Mission

(<https://www.globalblue.io/>) The company's mission is to “accelerate the revenue generation of bold and disruptive SaaS and technology companies and provide outsourced sales solutions to find, acquire and engage customers across all channels.”

1.1.2 Vision

The vision of the company is to disrupt the traditional sales model and bring about a change in the sales industry. Globalblue's vision is to help companies having disruptive products grow and accelerate their revenue growth as well as become a trusted partner in its clients' journey of growth and sales.

1.1.3 Strategies

Globalblue's major focus is to move away from traditional selling and approach the concept of selling as creating a proper relationship by being a true partner of the company it is associated with. The business model is based on the growth of the product it is approaching. Rather than focusing on the revenue it's generating, Globalblue's main strategy has always been focusing on creating relationships, providing consultation and insights. It also focuses on promoting the idea that sales can be done from anywhere. With a sales team having an expertise of over 15 years, the company's strategy is to provide a disruptive sales approach, and provide an unparalleled competitive advantage with its product training academy.

1.2. Organizational Structure

Globalblue is led by founder and CEO Mr. Deepak Malik. Under him works Mr. Mohammad Nayab who is the Chief Marketing Officer (CFO), followed by Mr. Swastik Subba who is the Content Manager. Globalblue has its physical presence in Gurugram, Haryana, India but it highly outsources work from different countries.

Globalblue's strategic locations are as follows:

1. Gurgaon, India

- a. The main service focus here are inside sales, customer success, digital demand generation, and technical service-to-sales
 - b. There is a physical presence with its main office located here
2. Kathmandu, Nepal
- a. The main service focus here are creative design, digital growth, and digital commerce
 - b. There is no physical presence, only outsourced work
3. Colombo, Sri Lanka
- a. The main service focus here is finance and accounting, and digital commerce
 - b. There is no physical presence, only outsourced work

I interned in the content management department under the supervision of Mr. Subba. My fellow team members included graphic designers, content writers and website handlers, who were all from Nepal.

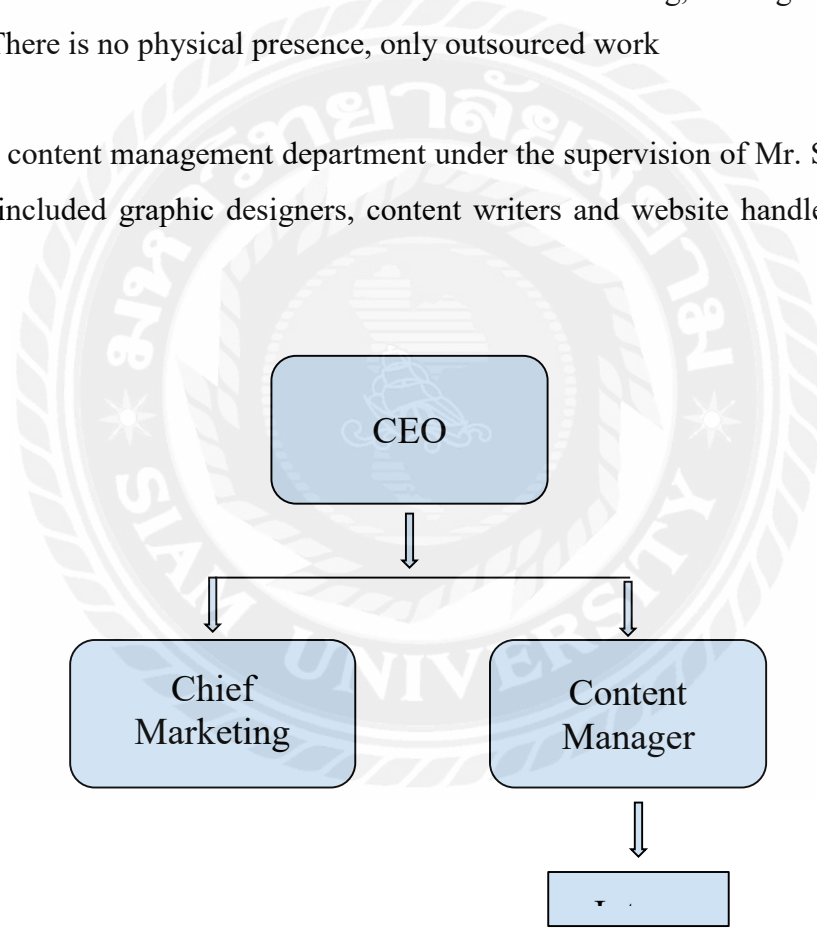


Figure 1: Organizational structure of Globalblue

1.2.1 Job Position

I joined Globalblue as an intern in the content management department and I worked under the direct supervision of the content manager who was also my supervisor. Since Globalblue is a remote company, my entire internship was work from home. I was given work to complete entirely on my own and along with that, I assisted my supervisor in various tasks along with my other team members.

1.2.2 Intention to Choose the Company

I have always been interested in content creation, content management, and branding. However, the inside sales industry was something I was very unfamiliar with. My main intention of joining this company was to challenge myself, learn new skills, hone my existing skills, and grow. I wanted to get familiar with this industry and also wanted to experience a remote working environment as I'd never done that before. It was more than a blessing to have gotten the chance to work from home in the scary situations caused by COVID-19. Moreover, Globalblue is an international company and I also wanted to experience what it's like to work in a company where people from different parts of the world are working together.

1.3. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">● Very relevant in the changing scenarios of the sales industry● Has an expertise of over 15 years● Cutting edge technology and superior customer service● Provides services to a vast range of industries● Outsources talent from different parts	<ul style="list-style-type: none">● Lack of a proper working environment resulting in the lack of a proper connection and bond among workers● Frequent miscommunications occurring due to remote working environment

of the world	
Opportunities <ul style="list-style-type: none"> ● Expanding their services to more countries ● Collaboration with companies in other different industries ● Building a stronger employee base from even more parts of the world 	Threats <ul style="list-style-type: none"> ● Threat of security breach and hacking due to the company having majority of the work done online ● Various new entrants in the same industry

1.4. Objectives of the Study

The major objectives of this internship are to:

- To learn and develop my content writing skills by understanding how the company wants to position itself.
- To understand the importance of brand positioning for a company in an industry where there is a huge consumer behavior change.

Chapter 2: Co-op Study Activities

My job required me to provide my assistance mainly in the content management department. I also worked closely with the human resources manager in helping her come up with an employee engagement plan designed to bring upon effective engagement among employees working remotely. Besides that, there were some miscellaneous tasks that I provided my support on. Following are the list of responsibilities that I was assigned with:



2.1 Content Management:

The main objective was to understand what the brand values of Globalblue were and produce content accordingly. The following are the tasks that I did working in this department:

- a. Creating post copies and creative copies for the company's social media pages like Facebook and LinkedIn. Such copies followed the brand guidelines of Globalblue which included tonality, structure, and content style.
- b. Editing and refining social media posts.
- c. Collaborating with the graphic designer and website handler to create required content
- d. Creating advertisement mockups which were to be included in the presentation for clients Globalblue was dealing with.
- e. Writing relevant blog articles for the company's website on topics such as "Managing Your Amazon Reputation", "COVID-19 and B2B Sales", "Effective Ways for Optimizing Your Amazon Ads" and so on.
- f. Creating refined content for the company's brochure.

2.2 Team-working:

The main objective was to understand how employees can connect better while working remotely as connection between employees is very crucial for effective teamwork and communication.

Following are the tasks I did while working closely with the Human Resources Manager:

- g. Designing creatives for the weekly "Monday Motivation" posts. These posts were designed to motivate the employees to have a productive and motivated week ahead.
- h. Designing birthday posts for employees.
- i. Designing posts for holidays and other special events.
- j. Creating an "Employee Engagement Plan" which included a list of all the activities that could be performed to maintain a proper engagement among employees and make them feel like they belong to the company.
- k. Helping in designing the company's "Culture Deck" which described the company's culture including its mission, vision, philosophy, employee information, etc.

2.3 Miscellaneous Tasks:

These tasks were assigned randomly whenever help was required. Performing the following tasks definitely added value to my learning experience:

- l. Sorting client data (leads list) in spreadsheets.
- m. Checking and rectifying errors in the lead list.
- n. Taking pictures of the various sessions organized by the company.

Following is the breakdown of my day to day activities during my internship period and the things that I learned:

Weeks 1 & 2:

- Intern training
- Assisted in creating post and creative copies for Globalblue's social media pages

Weeks 3 & 4:

- Assisted in creating an employee engagement plan
- Assisted in developing the company culture deck
- Assisted in creating post and creative copies for Globalblue's social media pages

Weeks 5 & 6:

- Helped in creating advertisement mock-ups
- Contributed ideas for the company's content marketing plan
- Created content for the social media pages

Weeks 7 & 8:

- Wrote relevant articles for the company's blog
- Created a content bucket for the social media pages
- Created advertisement mock-ups

Weeks 9 & 10:

- Created weekly posts for employee motivation
- Created and scheduled social media posts
- Wrote relevant articles for the company's blog

Weeks 11 & 12:

- Managed data in spreadsheets
- Coded and fixed errors in the spreadsheet data
- Created weekly posts for employee motivation
- Created and scheduled social media posts
- Wrote relevant articles for the company's blog

Weeks 13 & 14:

- Planned content for the company's digital marketing
- Created weekly employee motivation posts
- Wrote relevant articles for the company's blog

2.4 Job Process Diagram

The marketing manager and the content manager planned the theme for the upcoming content that needed to be posted, for eg. social media posts and blog posts. Then me along with my other interns created content around the given theme. After that, the creative copies were assigned to the designer to create the copies according to the organization's branding guidelines. Lastly, it was shown to the CEO for approval. If any feedback was to be incorporated, it would be done and then finally the content would get published.

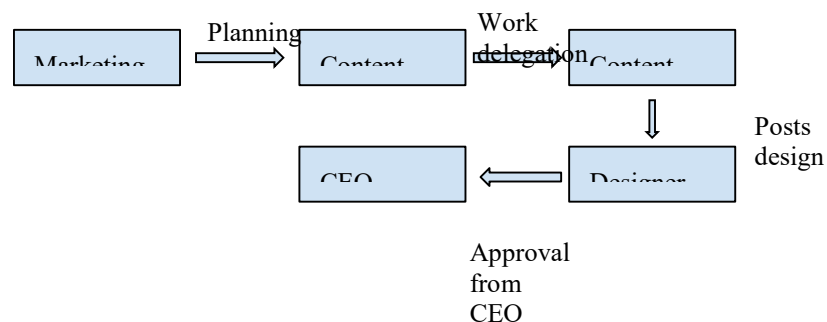


Figure 2: Tasks regarding creating content for social media/ blog posts

2.5 Contribution as an Intern

During a time where fear and uncertainty was rampant, I consider myself extremely lucky to have gotten the opportunity to work in an international company from home. Initially, I joined as a content writing intern but gradually, I also got the chance to give my contribution in other works. The introductory phase of the internship consisted of training and education about the industry through my supervisor. I along with my other team members from the Nepal team were given certain assignments to hone our skills and understand our work better. We also had to research a lot of information and improve our understanding about the industry as well as the company. Slowly, I was able to take full responsibility for writing posts for social media, bringing up concepts for creative designs, and writing full-fledged articles that were relevant to the company. I was even given access to the company's social media accounts to publish the posts. I believe that I was able to contribute my creativity and writing skills to the company. Next, I was also given the responsibility of creating the company culture deck as well as the employee engagement plan. I feel strongly that my input in the making of such plans really helped the company gather more creative ideas. My contribution also included being a team player and working with my fellow team members in a proper manner.

Chapter 3: Learning Process

3.1. Problems Encountered

While my internship experience gave me great opportunity for learning new skills, I did encounter a few problems which are as follows:

1. Lack of a proper community:

I consider myself extremely lucky to have gotten into a company that still operated smoothly despite the COVID-19 crisis. I didn't have to worry about getting out of the house or risking my health and getting infected. It was even nice to work alone and not be distracted by the occasional distractions of the workplace. However, this also turned out to be one of the problems I faced. Because my team members and I didn't work in the physical presence of each other, spending long hours and collaborating only through a computer screen was a bit difficult. Though we connected through video calls and voice calls, there was no face to face interaction and communication with the team members. Communication through a computer screen wasn't as effective as sitting together and brainstorming ideas quickly.

2. Security concerns:

While working from home was quiet and comfortable, working solely from the internet posed a lot of security issues. While working in an office environment wouldn't have established such concerns as sharing documents would be easy, I had to think twice before I shared any documents. I had to take various steps to secure my cloud access just so I wouldn't create a problem with the company data. Moreover, the internet connection could turn out to be quite unstable at times which did cause some disruption in the workflow. Thankfully, I didn't have to go through any incidents that posed a major security threat to the company.

3. Miscommunication:

Because of communicating online only there were a couple of times where there was a miscommunication in the assigned tasks. One time, my supervisor assigned me a task which I understood differently. Because of this I had to put in the same effort again and redo my work. This could happen in any other office as well however, I felt that working remotely made the likelihood of this problem occurring even more. Fortunately, my supervisor was very understanding and gave me ample time to properly finish the assigned task.

3.2 Problem Statement

The problem statement is defined by the intentions to join this company. The main reasons of joining Globalblue are as follows:

- To get a deeper insight about inside sales
- To understand the company's strategies for brand positioning and content marketing
- To understand the how the company engages employees in a highly remote working culture
- To learn about the various industries the company provides services in

3.3 Scope of Study

This report is based on my internship tenure at Globalblue. This report covers my learning working in the content management department which directly impacted how the company positioned itself. Not just that, I also got to work closely with the Human Resources Manager to establish a proper employee engagement as people worked remotely and their home became their workplace.

The content management department dealt with basically producing content for the company's website, social media and presentations for clients. Producing such content has to strictly abide by the company's brand values. In this report specifically, I have addressed how the company positioned itself as it's a relevantly new company and it was in a phase of building a proper brand positioning in the market.

As I also got to work closely with the human resources manager, I was also able to learn how having a proper company culture, especially one operating remotely, is important to add to its brand image. I got a deeper understanding of what things should be kept in mind while deciding upon the company's culture, how it is beneficial and engaging to the workers, and how having a proper company culture strengthens its brand image.

3.4 Methodology

(Writing your Dissertation: Methodology, 2018) The methodology describes the broad philosophical underpinning to your chosen research methods, including whether you are using qualitative or quantitative methods, or a mixture of both. The methodology that I've used to compile this report are as follows:

1. Primary Source:

- a. Direct conversations with coworkers through voice/ video calls
- b. Attending various training sessions organized by the company

2. Secondary Source:

- a. Website and the Internet
- b. Daily journaling for each day of work
- c. Previously created content by co-workers
- d. The company's brand book and content marketing plan

I was able to gain some valuable insight by having discussions with the following people at work:

- Deepak Malik
- Swastik Subba
- Anayas Chandra Gurung
- Sadikchya Singh
- Angel Pradhan
- Sarmistha Gurung
- Manish Tandukar

3.5 Comparison of Theoretical vs. Practical Learning

Throughout all the three years spent in KCM, I had gathered a lot of theoretical knowledge studying so many different subjects. During my time at Globalblue, I was able to apply most of the theoretical knowledge and got to learn the practical use of it. I got to enhance my practical learning using theoretical knowledge. While theoretical knowledge came in handy to understand the assigned work better, my practical learning helped me to achieve my assigned goals from the departments I worked in. I was able to improve my communication skills, understand a remote working environment, build resilience, and also garner other different skills. This couldn't have been possible without all the learning throughout this internship.

The following are all the special skills I was able to learn during this internship:

- **Communication:**

I can definitely feel the changes in my communication skills after having completed my 14 week internship. Working in an organization means working and collaborating with people which gave me a deeper understanding of how to communicate in a workplace. Not just that, since I worked in a remote environment, I got extra knowledge of how to make myself clearer while communicating and reduce miscommunication. From channeling my message to my supervisor to asking for clarification in case of any misunderstanding. I improved my communication skills greatly. I also understood that there are different people in the organization in different hierarchies. So I was also able to communicate with them in regards to that.

- **Content writing:**

Since I worked in the content management department, I was mostly assigned tasks related to content writing. From writing engaging post copies and creative copies to writing articles on a daily basis, I can say that I have improved my content writing skills. I learned how to write in a way that would engage the targeted audience while also keeping in mind our brand values. I learned the basics of organizing the content and presenting it in a way that would be easily understandable by the audience. Moreover, I also gained knowledge about the strategies in managing and producing content.

- **Importance of brand positioning:**

Working at Globalblue, I was able to gather firsthand learnings when it came to brand positioning. I understood that in order to segregate your company from the competitors in the market, effective brand positioning is very important. I got to learn the various aspects of brand positioning and how it was implemented at Globalblue.

Firstly, there were standard brand values that were created for the company. Creating such brand values gave an opportunity to the company to be distinct and also convey what the company is all about to the audience. From who they are to what they want to achieve to whom they want to help, everything about the company was defined. For the brand positioning, an internal as well as an external analysis was conducted. When it came to the internal analysis, it was all about the company's people, who they wanted to be seen as and

what culture they wanted to promote. As for the external analysis, the market that Globalblue operated in was analysed and thus the message that the company wanted to deliver was finalized. From having a set number of colors that defined the company to the way they engaged the audience on social media, Globalblue had strict brand values that aided in its positioning.

Globalblue has positioned itself as a company that doesn't just care about its revenue generation. It's a company that is invested in its customers' success and it grows when its customers grow. It is a company that not just helps its customers succeed and generate higher revenue, it aspires to become a company that will remain a true partner to their customers. Globalblue definitely has a very strong brand positioning.

- **Employee engagement in a remote workplace:**

I had never worked in a remote workplace before and working at Globalblue gave me insights about how to maintain a proper engagement among employees in a remote working environment. It is difficult to remain engaged with your team members and collaborate with them effectively just through a computer screen. It can almost feel like there is a lack of camaraderie among the employees. Especially when there are so many colleagues whom I haven't met at all.

However, I learned different strategies for maintaining an engaged workforce when working from home was the case. I assisted my HR in helping her come up with ideas that could engage the employees better. I understood that even virtually, we can maintain a connection. From making regular motivation posts to having fun peer engagement activities, I learned about engaging employees in a remote environment. We also virtually celebrated each other's birthdays and had occasional meetings with the CEO to make us feel like we belonged to the company.

Chapter 4: Conclusion

While this 14 week long internship was done as a partial fulfillment of IBBA in Siam University, I felt like it was more than a course fulfillment procedure. I still remember the first day I started this internship and looking back, I feel like I am a different person, both professionally and personally. Not only did I gather an extensive learning experience during this internship period, I was given the opportunity to apply my previous theoretical knowledge learned from the college in the real world. I got an internship opportunity in an industry that I previously didn't have much knowledge about. So this internship was a great learning opportunity for me.

To conclude, this internship was an extremely beneficial and fruitful learning experience. It provided me with an abundance of knowledge that I will definitely be needing in my career in the future. I am extremely grateful to have gotten this opportunity.

4.1 Limitations of the Study

Even though my learning at Globalblue was very fruitful, I did face certain limitations. Though I put in my full effort in handling these limitations, some of them were beyond my control and they resulted in a challenging time. These limitations are as follows:

- Even though we engaged in a video call almost daily, there was a lack of tight-knit camaraderie that makes for truly great teams.
- The time limit of 14 weeks was not enough to gain a whole understanding of a company that provided services in so many industries.
- Because I worked from home and had my working hours scheduled, there were a few times when my productivity wasn't at peak because of distractions at home.

4.2 Recommendations to the Company

With the completion of my 14 weeks of internship at Globalblue, I got a very good chance to understand how the company worked from inside out. Not only did I get to work with the people there, but I also learned about the company culture and the company policies. Because of this, I got an opportunity to analyze the company and give recommendations from my side.

While the SaaS adoption in India and other countries are growing rapidly, the same is not in the case of Nepal. Nepal has a long way to go when it comes to these kinds of technologies. Though it offers a lot of different kinds of services from eCommerce to security to digital marketing, its services aren't very much relevant here in Nepal. It's true that that might be the case because of Nepal being a developing country.

My recommendations include building an even stronger brand image to make sure that the company's services reach out to our country as well. Moreover, Globalblue being an Indian company would make things easier and accessible since we're neighboring countries. While it is in Globalblue's plan to hire more and more workers from Nepal and expand, it should also make plans to implement it soon because it would be a great employment opportunity for people from Nepal as the current crisis has left many jobless.

I would also like to recommend the company to implement all the discussed ideas from the employee engagement plan to help employees connect better with each other. Since we are all working from home it gets very difficult sometime to have that sense of belonging and connection. So I recommend the company to not just focus on work and deadlines but also include activities like informal coffee meetings, storytelling sessions, one to one connect sessions, and many more ideas from the employee engagement plan.

My last recommendation for the company is to have a mentorship program that could really enhance the learning of the newcomers in the workplace. The company can devise a survey to gather information on who are interested in the program and assign mentors and mentees accordingly. This would be an extremely valuable experience for the newcomers.

Other than that, the company is doing great in overall terms.



Annex



Figure 3: Regular morning zoom call of the Nepal team

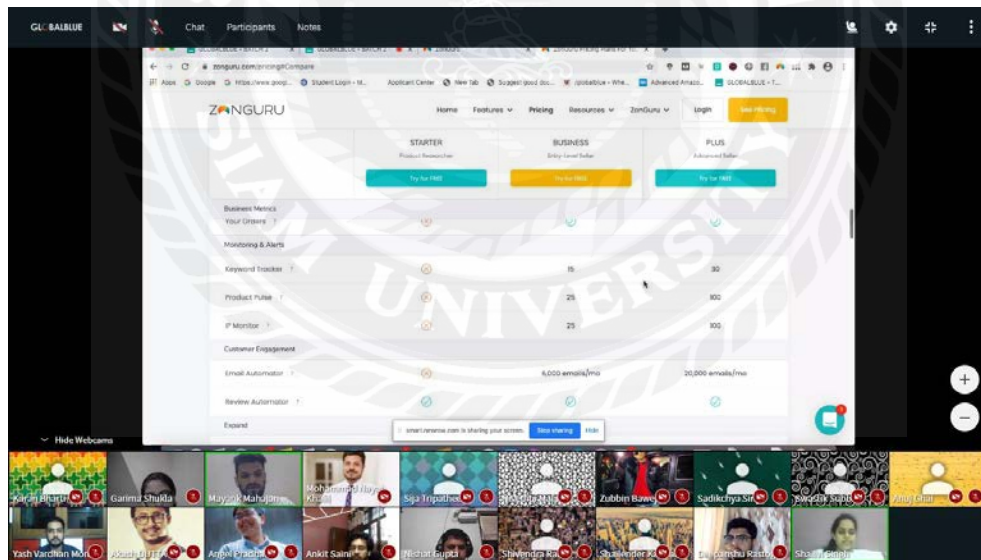


Figure 4: Product training session



Figure 5: Celebrating my supervisor's birthday virtually



Figure 6: Nepal team's meeting with the CEO

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