

Interview 1: E-Business Manager, Czechia

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 1: Our role is in supporting direct sales. We have product marketing, strategic marketing, controlling. Support during the sales process (website promotion, newsletters). Focusing mostly on new products and innovations. Overall, we concentrate on supporting Salesforce before the sale, during and after, when we mostly evaluate the success.

Author: Should it become more integrated with Sales?

Interviewee 1: It should be more integrated, but the question is - if we give Sales more support, are they going to be able to effectively use it? When we use standardized email communication towards sales, they seldom read it and when they do, they seldom use it. So yes, it should be more integrated, but the question is more towards sales - what exactly do they need and if they are able to use it effectively. We should have tools to effectively (ideally automatically) transfer information to salesforce, so it wouldn't be day-to-day manual work. We have a lot of information that we can transfer to the salesforce, but for each salesman, there is different information valuable to him/her and if we give them the whole package, it will be extremely hard for them to take the right information from it, so we need to find ways to make this process more effective.

Author: Would it help generate more and better-quality sales leads?

Interviewee 1: Yes, but it is important that the salesforce know how to use the additional support from us.

Author: The 4 main objectives of DMC are increasing efficiency of communications, fostering customer relationship and interaction, creating awareness and building the brand and supporting sales (generating leads). Which of these is the main objective for Hilti when using DMC?

Interviewee 1: We are mostly concentrating on our existing customers. Strengthening the brand among our existing customers. Opening certain topics. I don't think that considering our business model, we would be able to sell our tools/services by sending someone a newsletter. But this communication can be good for creating awareness about different topics among our current customers, reminding them about it etc. Digital marketing can serve as a supportive channel for sales but also create awareness among non-customers.

Author: Do you think it is effective to use DMC to generate leads?

Interviewee 1: From my point of view it doesn't make sense to market our services (Fleet and ON!Track) to new potential customers. They need to at least know and ideally own our tools to be able to think about

using our services. With our existing customers we can use digital marketing more effectively to educate them about our services and potentially get them to buy it, because when see something online and then ask the salesperson about it, he/she has a much better position than opening the topic him/herself.

Author: What are the characteristics of your DMC?

Interviewee 1: Using website, email newsletters, partly social media (Facebook, LI, YouTube), seldom retargeting.

Author: What characteristics should it ideally have to generate more and high-quality leads?

Interviewee 1: I think we should promote our products more, because that is the core of our business. I perceive the services as something on top of our tools meant for customers that already know us thanks to our tools. Hilti is built on tools and that's why I think even the digital promotion should stand on the tools because these are the basics. With existing customers, the chance to convert existing customers to services is closely connected to the relationship with their specific salesperson. (If he/she would make use of digital communication - email, social media, the customer would have a higher chance to start being interested in it)

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 1: Definitely the pull approach - from my point of view, if you use the push approach, nobody will react to it. Promote the benefits the service can bring to the customer, not the service itself. Use real examples, testimonials etc. Nobody really cares that it's called ON!Track, the customer is interested in what problems it can solve and how much will it cost him.

Author: Is the DMC strategy integrated across various channels or does each channel serve its own unique purpose?

Interviewee 1: The website is used mostly by people, who are interested in buying our products, or researching some information about them. Newsletters are always targeted to a selected group of customers, who are identified that they could be interested in that specific message. Social media - there is a completely different sort of people. So, the channels are pretty different (have different target audiences), but at the same time they should integrate and communicate the same content. Mainly the social media have historically been separated from the rest, but it should be more integrated.

Author: What is the practice in your MO when marketing these services?

Interviewee 1: Retargeting banners last year (4 months) campaign - it didn't generate that many leads. There was a promo of Fleet tools targeted to Fleet customers (newsletters). It should be more based on references (relevant ones from large customers). Communicate the fleet price.

Author: Are you using offline (in-person) or online channels or both and what do you find more effective?

Interviewee 1: It is relevant to use for creating awareness and even generate leads, but it can be very hard to track leads. The customer may get interested in the service because of the digital communication but will not go ahead and fill out a form. They will rather wait for our salesperson to visit them and ask them in person.

Author: In your opinion, is it effective to use DMC for these services when targeting decision makers?

Interviewee 1: Yes, I think so.

Author: How are you selecting the distribution channels you are currently using?

Interviewee 1: Based on experience and intuition

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 1: At this moment I don't see any.

Author: Thank you very much for the interview and have a nice day.

Interview 2: Product Manager Services, United Kingdom

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 2: Because we are a regional hub, our role is in aligning the directions, so that we have a regional strategy on how to market our products and services, but still allow some localization if needed. Specifically, in service the role of marketing is also in the after sales process, educating and supporting the customer after the implementation of the service (which differentiates us from our competition, which doesn't have much customer support). So, in general the marketing work that is done in the hub has to reflect these differences yet ensure standard direction.

Author: Should it become more integrated with Sales?

Interviewee 2: It could definitely be a lot more integrated. But many of the limitations we are facing are due to systems we are using. We use CRM, GSA, GIRO. CRM and GSA are used by sales. Specialists use all three. In reporting we use also all three. These systems are not automatically talking to each other. Whenever you are coming up with ideas like let's connect these two channels more, so when we see an online activity that we can identify (a lead) and based on that want to pass that to Sales, it is usually done based on manually analyzing the data, instead of the process being automatic, for instance through some kind of a dashboard, where we could immediately see the leads activity and pass them onto the account managers. We need to manually identify the potential leads, extract their data and then upload it to CRM for sales. Of course, we are taking steps to integrate the systems as much as possible, however the fact that Hilti is a Global company and the software solutions we have are globally controlled, these changes come first.

Author: Would it help generate more and better-quality sales leads?

Interviewee 2: Yeah for sure it would and most importantly it would make the whole process easier.

Author: The 4 main objectives of DMC are increasing efficiency of communications, fostering customer relationship and interaction, creating awareness and building the brand and supporting sales (generating leads). Which of these is the main objective for Hilti when using DMC?

Interviewee 2: In services it is definitely raising awareness and generating leads, but most important is generating leads.

Author: Do you think it is effective to use DMC to generate leads?

Interviewee 2: It is absolutely possible to generate valid leads with digital marketing and we had already had successes with it. We started our digital lead generation campaigns last year. In the beginning, we managed to create leads, that was not a problem. There were two main problems. First, the quality of the

leads varied a lot. There were some good quality leads but many of them were not that high quality. This is in my opinion crucial and people tend to forget about it, because they are happy they managed to generate leads, but they have to not just follow up on them but evaluate them. So, the quality of leads is just as important as quantity. And second thing - you need to have a follow-up system. Before, we used to have a follow-up system that was not that transparent and not very traceable, and we managed to make it as transparent as it can get, considering the current system limitations. And now we're working on improving the quality of the leads, which I think is highly dependent on the channels and the content you're using.

Author: What are the characteristics of your DMC and what characteristics should it ideally have to generate more and high-quality leads?

Interviewee 2: I think the quality of leads is highly dependent on the channels and the content you're using. I think even more important is the follow-up system. Follow-up system first - because without that you cannot even learn about the quality of the leads, if you don't have a transparent track of what is happening with your leads once they are created. Regarding the channel and content optimization, it is an ongoing step-by-step change process when you're always evaluating how the different pieces of the campaign and different tactics worked. The content should be broader and in a larger scale than we have right now.

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 2: We started from the basic approach - this is our service, and this is what it does. Then we switched more to the problem focus - so what kinds of problems it solves for the customer. And what we are focusing on now are the benefits it brings to the customer and talking also about the issues. At the end of the day it is always about productivity problems (customer facing delays, wasting time on not finding their tools), or compliance (health and safety, ISO, etc.) related problems.

Author: Is the DMC strategy integrated across various channels or does each channel serve its own unique purpose?

Interviewee 2: For us, the messages are synchronized across all the channels. The nature of the channels can determine what purpose they can serve. For ex. When people already land on our website, it is either because they searched for asset management related things, or they already had some kind of Hilti brand awareness or were Hilti customers, hence they were on our website. So anyway, we are already coming from a better position. So, generating leads directly through the website, that a visitor actually fills out the contact form, bring us much more higher quality leads. Whereas, digital advertising (we only do retargeting in google display and google search ads) is mainly for generating awareness and redirecting them and is also a bit harder to track. When someone ends up on our landing page, we can see where he came from (whether it was google, or social media etc.), but whether they searched for asset management or ON!Track specifically, I will not be able to know. It is a bit similar with emails - we can see who filled the call-to-action form directly from the email, but not if they move around the website first and then somehow get back to the form and fill it. Even though this limitation exists, we have still managed to create email leads and also contracts, that started from email leads. So, email and website are generating a lot less leads than social media, but these are high quality leads. Recently we have seen that many people were filling out the optional messages at the bottom of the form, stating what specifically

would they like to use the service for. These are already much higher quality leads and it is much easier to follow up because you know what to concentrate on, when you're making the call. This can also help us identify what is the optimal content to create to promote these services.

Author: Do you encourage employees to use social media to share content on their profiles? If yes, how successful has it been so far? If not, why?

Interviewee 2: We tried it and we had only a small number of employees actually sharing content and they were always the same people.

Author: Are you using offline (in-person) or online channels or both and what do you find more effective?

Interviewee 2: Both, they need to work together, none of them is better by itself, they just need to be integrated and support each other.

Author: How are you selecting the distribution channels you are currently using?

Interviewee 2: Our approach in the digital is to constantly evaluate and polish what we do, and this way ensure that it is becoming more and more effective.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 2: Content - there was not much coming from the HQ. (this is UK, so they have it quite easy to use the content when it actually is available from the HQ, but other MOs have it harder with localizing the content, translations etc.). If you want to create content yourself - it is a lot of effort, also budget wise, etc. So, it is much better to have content ready from the HQ. Another important barrier (mostly for small MOs that are just starting with the marketing) was the follow-up process - they were generating leads but had no clear follow-up system. One possibility - GIRA - what we are doing. We add all the incoming leads to the ON!Track back office and they put it to GIRA system, and they assign it directly to the specific specialist, who is going to assist the sales process if it gets to that stage. So, this specialist can already take it from the initial contact and then stay with the person as it moves through the sales process. Or the US approach is with the Virtual consultants - dedicated people to call the incoming leads and immediately follow up, take the discussion to a certain level and once it gets to a certain level, they pass it on to Sales. And one limitation can be the speed we can react to the lead. US is faster with their approach, but in our case the customer stays with the same person so there is no breakoff and they can easily follow up, book a meeting in their calendars etc. and it is also driving the specialist, because it goes directly to that specialist's profit share. But it can be sometimes a bit slower (next day already considered slow).

Author: Thank you very much for the interview and have a nice day.

Interview 3: Director Services, United States

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 3: Marketing overall has a very broadly defined set of tasks and activities, but if I should more specific with the services it is kind of a special case, because all of ON!Track sales basically go through the marketing department and we're thinking about doing this with fleet as well. Marketing provides leads for the service consultants. The service consultants based on these and based on the information from out TS, they go to the customer and do the analysis. Our challenge is how we get every AM, every salesperson to ask the customer the right questions (or in some cases to ask any questions at all), that would help him identify that this customer has the need for our services and eventually start the sales process for them. Right now, they are just not doing it. And it is understandable, because for 75 years we have been an organization selling tools, not services or software. And now the salesforce needs to learn how to sell something intangible - how to sell profit and productivity to the customer. And not just the customer they are used to be dealing with, but also to the decision maker within the customer's companies. From that standpoint we could do a much better job to empower or support, educate, motivate the AMs and TSs to talk about the services every time they are in front of a customer. What Marketing does with digital marketing - we try to bring the information to the customers, where the salesforce has failed to it and to those who maybe need some more information or awareness, even if they've already heard about it from our salesman. Digital marketing is great for this, because it gets to the customers, where the TS doesn't have time or is not comfortable.

Author: Should it become more integrated with Sales?

Interviewee 3: Yes, we need more integration, because the salesforce does not follow up. But specifically, for our region we have dealt with this problem by creating virtual consultants. The leads we generate go to the "customer service" people, who are fully dedicated to selling the service. So, after we get the lead, they react in less than 24 hours, follow up on the lead, ask about their needs etc. and try to sell them Fleet or ON!Track. After they manage to get a meeting with the customer, they transfer him to the respective salesperson (consultant). These virtual consultants do not only get leads from digital, but also from the salesforce, who ask them for help if they need to move forward with a customer.

Author: Would it help generate more and better-quality sales leads?

Interviewee 3: Yes, for sure and we already handle it with the virtual consultants, so we made it integrated.

Author: The 4 main objectives of DMC are increasing efficiency of communications, fostering customer relationship and interaction, creating awareness and building the brand and supporting sales (generating leads). Which of these is the main objective for Hilti when using DMC?

Interviewee 3: Brand awareness or lead generation - depending on the maturity of the market, the less mature are in the awareness stage, then it moves to lead generation as the market is more mature. Because if the awareness is not there, it makes no sense to try to generate leads. You first need to teach customers that you even have something like Fleet or ON!Track and then run a lead generation campaign.

Author: Do you think it is effective to use DMC to generate leads?

Interviewee 3: Yes, definitely.

Author: What are the characteristics of your DMC?

Interviewee 3: Facebook - the leads were almost not viable, so it generated a lot of work for us with no result, LinkedIn - quality of leads is much better, there was higher conversion, we had more sold consultations, etc., Google Ads - very expensive, not so successful, not so many, Capterra - professional software comparison, best results. Generally, it's great to focus on the people who are already further in the buying process, have some information about the service and when they contact us, they are really decided they will buy something. With Capterra, they know they want to buy, they just don't know what and when they show interest, we need to show them that our solution and services are the best one out there. Regarding Facebook I would probably stop using it completely or at least shift it to the brand awareness/ communication purpose. We are trying different things on all the channels, but we need to be a bit more focused. Maybe try comparison websites for targeting our ads, because the executives still go on vacation and it could be a great idea to gain awareness. Email marketing - we are very specific with who we are targeting.

Author: What characteristics should it ideally have to generate more and high-quality leads?

Interviewee 3: follow up, fast. Content wise - It can be even simple content, non-elaborate, non-sophisticated content, in a form of banners and it will probably still work at least for creating the awareness. The marketing we use has to be constantly tested, evaluated and improved - we use the digital consultants to give us hints what content to use, what are the pain points of the people, etc. how to reword, rephrase and perfect our content.

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 3: Content wise - It can be even simple content, non-elaborate, non-sophisticated content, in a form of banners and it will probably still work at least for creating the awareness. For internal marketing we use the push marketing. Pull marketing - use externally, and thanks to the digital marketing it's more possible then it was before, get more testimonials, use more outside the box thinking, like blogs, Pinterest, Instagram. Whatever you or your friends are using, there is probably a pretty good chance that an owner of a construction company is also using it.

Author: Is the DMC strategy integrated across various channels or does each channel serve its own unique purpose?

Interviewee 3: I think it should be more integrated even content wise across different products/services. It shouldn't be the case that I'm a person dedicated to marketing and potentially selling ON!Track and I'm not going to listen to our customers' interest about let's say anchors and drill bits. The more non-siloed

integration that we have, than the more aware we are of the customers' needs and the more able we are to offer them the right solution.

Author: Do you encourage employees to use social media to share content on their profiles? If yes, how successful has it been so far? If not, why?

Interviewee 3: From the C levels it could work, but the challenge is that we're in the transition between generations, millennials and non-millennials. There are some people, who are using it, but getting people, who are not using it, to use social media is like pulling teeth. Some 60-70% of our company says - I don't use Facebook in my personal life, why would I use LinkedIn in the business. If it were up to me, I would force every director level and above to share Fleet and ON!Track posts on their LinkedIn profiles. It is a professional site that people can use in their work life, and if someone doesn't see the benefit, then his boss should ask him to do it anyway as a part of his job.

Author: What is the practice in your MO when marketing these services?

Interviewee 3: We should focus our time, effort and money into our most valuable customers (VIPs) to drive engagement. Although right now - of course if a random person would walk up to me and told me that he or she want to buy ON!Track, I would for sure sell it to him/her. But it is key in my opinion to focus on our most valuable customers first.

Author: Are you using offline (in-person) or online channels or both and what do you find more effective?

Interviewee 3: We should do both, but at the same time, the world just keeps transitioning to more instantaneous information. So, if I get a limited amount of money, I would put most of it in digital marketing. There is a much bigger chance that you will share something you've seen online with your friends that something you've seen offline. It's just much easier to share it with anyone.

Author: In your opinion, is it effective to use DMC for these services when targeting decision makers?

Interviewee 3: It is hard for the salesforce in general to get to the decision maker (owner) and that's why when they already get there, they see that sometimes the owner doesn't care about the service much, because he's on the ownership level, so the salesforce want to sell tangible stuff, because they are comfortable with selling it.

Author: How are you selecting the distribution channels you are currently using?

Interviewee 3: We try to put money in a couple, analyze it, evaluate and see if we should continue or not. You need to think outside the box.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 3: We take it too far. If we start to go too digital, without educating internally. People tend to say that construction industry is not digitally advanced, but I don't agree with that. I think that workers in general are very tech savvy. We just don't give them enough credit. Barrier could be that we don't want the world to change and it's already changing.

Author: Thank you very much for the interview and have a nice day.

Interview 4: Head of Asset Management, Germany

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 4: One role is to make the information about our products and services digestible to our salesforce and our customer. It should be the same actually - what we tell the salesforce and the customer directly through direct channels, like website or other digital media. So, what we try to do, what is really the key role, let's say we have those 10 products, that are all a bit different, so then we need to decide how can we bundle them in some kind of story, that we explain to the customer. For example - IoT - Hilti Connect, ON 'Track, Fleet - so the story we try to craft is for example Hilti connect is the base - through it you can manage your tool, if you're interested in managing your Hilti tools to have transparency, overview of cost etc. then you have Fleet management, which is not only about one tools, but really on the higher company level. If you're interested in going beyond Hilti tools, we have ON!Track, because there you can in a similar way you can manage all your assets. And that's the story we don't tell at the moment. To us it might be simple and clear but to our salesforce and potentially the customer, not so clear. And this story you can make about a different product or more specifically series of products, create a story around them and transfer it to the customer and that is our role as a marketing department. To make these products or services a part of a bigger story so that we can digest it much easier in sales force and for the customer.

Author: Should it become more integrated with Sales?

Interviewee 4: At Hilti in general the base is the salesforce and a most of the marketing people have gone through the sales role in their past, so I think it gives them a good understanding of the sales role and makes the integration easier in that sense. It can for sure become more integrated but compared to other companies it's pretty good.

Author: Would it help generate more and better-quality sales leads?

Interviewee 4: There are two things for me - one challenge is how can marketing talk directly to the customer, there is great potential with social media, because it is more collaborative and makes more sense than ads or print, which is not something that applies to our business model and something that would present a big investment for a very small target group. And then, how can we increase the number of touchpoints with which we communicate to the customer. The "old" way of doing things - the main touchpoint is the salesman/woman and the customers are used to the situation where the salesperson deals with everything for them, but now we are trying to have relevant dedicated specialists to each dedicated topic that the customer wishes to deal with. And that's something difficult for us because we still have this mindset of communicating everything through the salesperson and it shouldn't be the case. He/she shouldn't be the only one to communicate with the customer.

Author: The 4 main objectives of DMC are increasing efficiency of communications, fostering customer relationship and interaction, creating awareness and building the brand and supporting sales (generating leads). Which of these is the main objective for Hilti when using DMC?

Interviewee 4: With raising and creating awareness there is a lot we can do, but it's very hard to assess the impact of doing that. So, at the end of the day it comes down to a specific ROI that we need to achieve, and that means having really well counted what exactly is it going to bring us in terms of turnover. So, at the end of the day, what we always try is to generate leads, which also for me should be the main goal, but of course generating awareness is always part of it. With leads, we create a business case - we set a budget, set specific objectives, like we want a certain amount of leads, of which we think this number should convert to a certain part of sales process, we are then able to say, how many of them should result in a contract, count how much revenue will these contracts bring us and then match it against the budget we set.

Author: Do you think it is effective to use DMC to generate leads?

Interviewee 4: With generating leads with digital marketing we are at the very beginning. In the area of social media, we are still learning and there is a lot to learn - how to generate them, how to "digest" them, how to evaluate them, distribute them to the relevant people. And there we don't really have a structured approach. There we could do much more. In terms of effectiveness of DMC to generate leads, I'm still a bit mixed. There is one part that tells me it is possible, and when we learn then we will be able to do it. And there is another element, where I ask myself the question - is it even possible? Maybe at the end of the day realize that no, but there is no definite answer yet. But I'm a bit skeptical about what does it mean for us in terms of impact and the only way to really find that out is trying out different ways, different media mix, different channels, to see if it is really effective or not. Which I think it is a general opinion across the whole organization.

Author: What are the characteristics of your DMC?

Interviewee 4: We invested in LinkedIn as our main channel with a very mixed results with high awareness, but low number leads and conversions. So, it wasn't what we expected. First, we identify the personas to target, then we work with the agency which advises us which social media to use. Then it is important to create the content for it. Then it is important to set the follow-up process for the leads we generate. And the critical part here is that you need to follow up on the lead very quickly. There we should aim at max two days. The challenge is also how do we make sure that the person we send the lead to will follow up etc. and how do we generally check the process along the pipeline. And now the process for us is really trying what works well, what less to see what channels we can use to generate high quality leads that have the highest chance to convert. This is of course very dependent on the market itself. We are also working on making it as easy as possible for the customer to reach out to us. Example - On LinkedIn there is the possibility to send directly your contact details with one click, without filling out a form. Something we want to also try is to crosscheck the quality of the lead via a phone call from our back office before transferring it to the salesforce to see if there is really the need with this customer. This way we won't overwhelm our salesforce with low-quality leads which would just frustrate them

Author: What characteristics should it ideally have to generate more and high-quality leads?

Interviewee 4: The critical part really is that you need to follow up on the lead very quickly. What we are doing now is cooperating with the US on a common strategy and campaign to really try out different things

and see what works and this is also the message we send to the HQ. That the different countries should be available to learn from one another, make use of similar content so the message we send would be similar within the whole organization. There is also one more thing to it and that is, we were directing those leads to our website, which is currently being redesigned to serve the purpose better, so in general I think that this web presence need to be well done, user friendly and with well-structured content to really serve the purpose.

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 4: We tried both, but the focus on the pain points without stating the product/service name beforehand made people more interested in finding out more information about the product/service

Author: Is the DMC strategy integrated across various channels or does each channel serve its own unique purpose?

Interviewee 4: It should be integrated in a sense that we should use as many channels as it makes sense for us to spread the similar kind of message to potential or current customers.

Author: Do you encourage employees to use social media to share content on their profiles? If yes, how successful has it been so far? If not, why?

Interviewee 4: We do this sometimes in HR, but there is nothing like this consistent for us in marketing. I think this could definitely bring something. The question is how exactly we could do it because you have to be successful to gain scale very fast. So, when you have something to share, to ensure that everyone does it. There are two barriers - how to get people to do it and second - there is still a lot of people there are not very proficient with social media.

Author: Are you using offline (in-person) or online channels or both and what do you find more effective?

Interviewee 4: Yes, and it should be complementary to the other marketing activities we do. It can be a follow-up of an offline event that took place for example. To achieve effectiveness and full potential, we should coordinate with other channels - like those offline ones - direct sales force, events etc. At the same time, it is definitely a long process when it comes to selling services, much longer than with products.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 4: One barrier is the skepticism around it and this maybe too high of a focus that we should always be able to make a direct link between what we invest and what we get out of it in a precise timeframe. This can lead to a wrong kind of conclusion, not considering this more comprehensive view of the topic, planning a lot of things together to reach the target. Another barrier that I see, and I hope it is changing, is that we don't have the level of expertise that we should to effectively market on social media. In Hilti we believe that with clever people we can be able to, in a very short time, gain the experience and insights to do it ourselves. And I think this is such a specialized topic that we will have to hire experts and not only have people, who grew up from within and landed on those positions. For the time being I definitely see this as the barrier that could prevent us from going further.

Author: Thank you very much for the interview and have a nice day.

Interview 5: VP Digital Unit, Russia

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now and should it become more integrated with Sales?

Interviewee 5: We have three different systems at the moment, so there is definitely potential for integration. And this brings difficulties in terms of us (digital) being able to track what is happening offline, because the ASMs and account managers have different systems that are not talking to the ones we are using, so for us, it is difficult to see the clear funnel of what is happening offline. It is important for us to be able to see the full picture among the connection between offline and online, to see where the gaps are and where are we losing the potential customer, because we do some parts more manually. Right now, if we generate a lead we will send it to the services team, either ON!Track or Fleet, but we are struggling with tracking the whole follow-up process, with what happens afterwards. One of the reasons is the customer doesn't come to the website primarily to buy something - if he does, it is easy to track the whole process and it then connects with all our systems. When offline comes into play, when the lead goes out of the system, you need to manually gather it and match it with data and for sure you will miss some data and for sure some other channels or environment affects the results. That's also the reason why for us it is very hard to say what is the cost per lead. Because there is so much involvement from many other touchpoints. So, if there would be some data lake system, that can bring multiple digital data from many different sources to one place, it would help with the integration and lead generation.

Author: The 4 main objectives of DMC are increasing efficiency of communications, fostering customer relationship and interaction, creating awareness and building the brand and supporting sales (generating leads). Which of these is the main objective for Hilti when using DMC?

Interviewee 5: In digital marketing we mostly focus on generating leads, because it is mostly trigger based call-to-action activities. But the initial part is brand awareness and brand building, I would even say community building. Because first you need to create some kind of a community, users, viewers etc. So, after doing this community building, engaging, brand awareness, you created the audience and after that you're using all these digital technologies, social media, remarketing, paid banners, advertisements etc. which you use to catch them with call-to-action and generate them as leads. I think we have a clear strategy of doing this, because we understand that without the first the second is not possible. Of course, the only thing that can give you measurable results is lead generation.

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 5: Both, I would say we use it 50/50 and it depends on the channels. Of course, on social media it is the pull approach because you need to hear what the customer wants to discuss and look at what they react on. On the website it is mixed, we have more push approach for example when it comes

to trade days or new products, but at the same time we try to create content that is engaging, that people don't consider as something to primarily sell them stuff but also to educate or solve their issues or questions, so we escape from product pushing to this educational approach. We are trying to move more and more to those customer pain points topics.

Author: Is the DMC strategy integrated across various channels or does each channel serve its own unique purpose?

Interviewee 5: On the website there are 4 purposes - giving information, transactional, self-service (for example requesting repairs, check availability etc.), and MCS (channels). This is the same globally and we support that with different channels, functionalities, content, etc. For social media, there are different platforms serving different needs, Facebook and LinkedIn are more of an employer branding places, although for services (Fleet, ON!Track) LinkedIn is used also for getting to decision makers. But for YouTube, Instagram or local Russian mutation of Facebook, it serves the purpose of bringing information about products and services, more entertaining content, social customer support and fostering customer advocacy. The more we are engaging the more we have fans of Hilti that later can buy, share and later we can use this to generate content, which has higher credibility than content from Hilti.

Author: In your opinion, is it effective to use DMC for these services when targeting decision makers?

Interviewee 5: First of all, we need to define what is efficient and successful marketing activity. But generally, what I would say, in my opinion you will spend more resources to chase someone through digital than how we'd be able to do it in person. It is better to really know the content in person and go to the specific decision maker directly in order to inform and transfer information efficiently. The digital marketing is still good though, even despite the fact that not many people convert, fill out forms or click on the content even, because it brings the awareness. Because it kind of serves as planting the seed and later, when the direct salesman comes to the customer, they will have a better ground because the customer already knows something about the service and the meeting is more efficient. The purchase process with services is also more long term and the decision maker needs to see certain content several times, because it just takes him/her time to decide and when he does, then he doesn't need to go through the website again but can go directly to the salesman and ask him about more information based on something he initially saw on the website.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 5: Marketing automation and performance measurement, and then that some countries people don't see the value in digital marketing, that's why we put people without much experience on these positions. And this leads to the fact that we don't have enough expertise. We think that we can learn it ourselves, but we can't, we need to bring in people, who understand it and then learn from them. There should be one brain that puts all this together and knows how to play with it and how to match it.

Author: Thank you very much for the interview and have a nice day.

Interview 6: Head of Digital and Brand, France

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 6: I think that Marketing is an enabler for Sales - enabler meaning: First it's delivering products and services with a market adapted marketing mix (price, etc.) for the sales teams and secondly supporting sales through driving awareness and engagement within the channel mix.

Author: Should it become more integrated with Sales?

Interviewee 6: From my point of view, especially in B2B, Marketing and Sales should work hand in hand, as they can't "survive" without each other. Especially in Hilti this will be a crucial advantage vs our competitors.

Author: Would it help generate more and better-quality sales leads?

Interviewee 6: Ideally marketing would work to pre-qualify customers to a maximum so that sales force only has qualified leads to execute, meaning that marketing concentrates on driving awareness and engagement and as soon as a customer is "ready" handing over the lead to sales to conclude, so sales could completely focus on their added value.

Author: The 4 main objectives of DMC are increasing efficiency of communications, fostering customer relationship and interaction, creating awareness and building the brand and supporting sales (generating leads). Which of these is the main objective for Hilti when using DMC?

Interviewee 6: Awareness for products & services with our existing customers and supporting sales - both direct online sales and lead generation for salesforce. We are not a communication company, so we are not doing communication digitally to only drive our brand image – this is rather a side effect of all our communications.

Author: Do you think it is effective to use DMC to generate leads?

Interviewee 6: Yes, as it is proven in many other B2B industries, but at Hilti we are just at the starting point

Author: What are the characteristics of your DMC?

Interviewee 6: We are using all digital marketing channels, more or less intensively: Social Media (paid and non-paid), search (paid and non-paid), display campaigns (networks like google but also specialized websites on construction, retargeting), email (only our own database unless for exceptions). What we do not yet really use is net linking & influencer marketing

Author: What characteristics should it ideally have to generate more and high-quality leads?

Interviewee 6: In terms of what to change is not so much the channels we use etc. but the ways of working: We should integrate the digital marketing more with sales and other company processes, for ex. Product launches. There should be a certain budget available for digital marketing to see a real impact (not only small tests everywhere) and holding digital marketing teams accountable for results. We should do more of a test and learn approach instead of implementing big campaigns right away. Our digital marketing (in general at Hilti but also in E2) is very Hilti centric, not thinking about the customer journey stages and the real pain points a customer has and not the ones Hilti wants to push.

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 6: Both – pull can only happen if the awareness is high enough, and to have high awareness you need push (which is why even big consumer brands like coca cola still use a lot of push).

Author: Is the DMC strategy integrated across various channels or does each channel serve its own unique purpose?

Interviewee 6: Each channel has their own unique purpose, it is the channel mix and integration that makes a DMC strategy successful

Author: Do you encourage employees to use social media to share content on their profiles? If yes, how successful has it been so far? If not, why?

Interviewee 6: Yes, semi successful. Employees are eager to do so but don't have the necessary skills and knowledge to do so effectively. Therefore, we started now trainings on social media usage – how to post, how to get into contact with potential customers etc. Also, quality content is very important – we still see too much push content on social media though customers don't use LinkedIn for ex to buy. So, our content strategy needs to adapt to this purpose

Author: What is the practice in your MO when marketing these services?

Interviewee 6: A lot still goes through sales force, but we started promoting ON!Track in the digital space. First raising awareness for issues linked to productivity to then introduce ON!Track.

Author: Are you using offline (in-person) or online channels or both and what do you find more effective?

Interviewee 6: Yes both, a channel mix. As we mainly focus on ON!Track and we are just in the starting phase it is still difficult to tell what is more effective as numbers are overall too low.

Author: In your opinion, is it effective to use DMC for these services when targeting decision makers?

Interviewee 6: Yes, with one downside: Digital marketing communication lives from efficiency (meaning targeting a lot of people) and our database for decision makers is very low so audience will be used very quickly.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 6: First, going too targeted is not efficient and audience will be limited. Second, the integration of DMC and sales is very hard (not technically, but mindset) especially in a sales force strong company. Then, there is completely new skill sets required – so HR wise, this is a big challenge, we need

new profiles to recruit and it is difficult to engage them on the classical Hilti career path. It is a big investment, digital is not the free golden bucket, and Hilti is not used to spend money on communication

Author: Which of the barriers is in your opinion the most important to overcome in order for DMC to be more effective and generate more high-quality leads?

Interviewee 6: Digital marketing communication can “easily” generate high quality leads, from my point of view the real issue arises after - making sure that those leads are executed by sales force is a big struggle as this touches mindset and requires sales force to accept that they might not know the best topic to discuss with their customers.

Author: Thank you very much for the interview and have a nice day.

Interview 7: Area Sales Manager 1, Czechia

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 7: Take a product or a service and create awareness about it on the market through various channels - salesforce, customer service or digital marketing

Author: Should it become more integrated with Sales?

Interviewee 7: I think on the local level it is integrated quite well, globally it could be more integrated.

Author: Do you think it is effective to use DMC to generate leads or are offline tactics more effective and relevant to the Hilti customer?

Interviewee 7: Yeah it is realistic, but we need to be careful, don't overwhelm them with long forms to fill out.

Author: What are the characteristics of your DMC?

Interviewee 7: It is definitely in a transition period right now. For us in CZ, so far it has never been the case that digital marketing would help Sales gather customers. Directly, of course indirectly the support that is there leads to generating customers.

Author: What characteristics should it ideally have to generate more and high-quality leads?

Interviewee 7: We should pay attention to the quality of content we are sending. We need to really make sure that the content is understandable for the customer, so it would catch their attention and make them interact with us. Content - short well-structured A4 size leaflet. If we managed to identify to which type of customer, we should target our messages.

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 7: Pull – the customer will search for the potential benefits, but we need to speak the customers language - don't say asset management, because customer will in reality never understand it. Customers might sometimes research a bit, but mostly searching for something that could help them improve a specific process and then they stumble upon Fleet or ON!Track.

Author: Should the DMC strategy be integrated across various channels or should each channel serve its own unique purpose?

Author: Do you think encouraging employees to use social media to share content on their profiles would improve the effectiveness of generating leads via digital marketing communication?

Author: What is the practice in your MO when marketing these services?

Interviewee 7: We should generally use social media more - people could gain information and awareness about our innovations etc. LinkedIn could be a good tool. We should focus more on our valuable and engaged customers. If we don't know much about the customer, it makes it much harder to sell a tool to him and it is even harder to sell a service. The trust is key and that's why we should in the beginning focus on our most trusted customers. But as a secondary activity, we can try even the customers, who haven't purchased from us yet.

Author: In your opinion, is it effective to use DMC for these services when targeting decision makers?

Interviewee 7: Yeah it is. I even use LinkedIn myself. When I have a good relationship with a customer, I add them, etc.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 7: It is clear the construction and agriculture are of the least penetrated industries. Our customers tend not to proactively search for new information about products (or services). And if they do, those are the small companies (<40 employees), but mostly not the big, key account companies. Regarding the middle sized, yeah, they might sometimes research it a bit, but mostly searching for something that could help them improve a specific process and then they stumble upon Fleet or ON!Track. We don't have the use of digital in our heads - and in general with new technologies, we should receive more training and information.

Author: Thank you very much for the interview and have a nice day.

Interview 8: Area Sales Manager 2, Czechia

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 8: Part of Marketing's job is to support the region, because CZ is the sub region hub for the regional hub. Then supporting sales force, creating awareness about the new products of technologies. Strategic marketing's role should be the lead generation and transfer of those to the sales force.

Author: Should it become more integrated with Sales?

Interviewee 8: Yes, it could be, and it'd be nice if it would. There could be some joint meetings between Marketing and Sales (ASMs and product managers), so the both sides would understand each other better and gain insights into the perspective of the other departments.

Author: Do you think it is effective to use DMC to generate leads or are offline tactics more effective and relevant to the Hilti customer?

Interviewee 8: It makes more sense to use it with smaller, cheaper products, or consumables. With a big tool, you often need to explain the benefits to the customer personally, but digital can be good for spreading the initial awareness. Anyway, it will be the future for sure - and concerning the services, it can serve for creating the overall image of the company.

Author: What characteristics should the digital marketing communication ideally have to generate more and high-quality leads?

Interviewee 8: The content should be understandable for the customer. It should focus on the benefits, and not just state how the service looks or what does it do. The marketing communication should be integrated across channels. It shouldn't be too over informative in my opinion - when it comes to services. It should be promoted in short targeted messages promoting the benefits of the service.

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 8: I would not promote ON!Track and Fleet as such, but more promote the benefits. This would in my opinion also help with creating brand awareness and establishing the company as a thought leader.

Author: Should the DMC strategy be integrated across various channels or should each channel serve its own unique purpose?

Interviewee 8: It should be more connected - among various channels, sending similar messages. When I see the communication of one hobby market, they have it very well done in the sense that it can be found across various channels, the content is plain simple and funny, and it just makes me go there.

Author: Do you think encouraging employees to use social media to share content on their profiles would improve the effectiveness of generating leads via digital marketing communication?

Interviewee 8: This could work if managers and C-levels would share it. It suddenly becomes a more reliable source, when you see that something was shared from a person you know.

Author: In your opinion, is it effective to use DMC for these services when targeting decision makers?

Interviewee 8: Yeah, it could be. Personally, I use LinkedIn myself, but I'm careful with adding my customers as connections, and when I do add them, it's only after I have met them in person and maybe went for a coffee with them and got to know them better. I think it does also make sense to target not only the decision makers, but people that have direct influence on them, purchasing managers, higher level site (project) managers, etc. They are the ones actually working with the service, so they can push and drive it forward in the company.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 8: To some extent the barriers are the rules that come from the HQ, as the local marketers cannot get that much creative (content barrier). The main barrier is in my opinion that we don't have the proper human resources for it. We have ON!Track and Fleet product managers, who have a lot of their own work and also might not understand the digital marketing world very well, it also can't be a part of the digital manager's work, because simply doesn't have time for it. There should be a new position created for this, someone who would be 100% dedicated to creating this marketing strategy (at least a year ahead) and had the broad overview and could drive it forward.

Author: Thank you very much for the interview and have a nice day.

Interview 9: Area Sales Manager 3, Czechia

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 9: It is mostly supporting us with information about new products, creating various report and analyses, and of course also bringing the relevant information to the customer.

Author: Should it become more integrated with Sales?

Interviewee 9: Yes, I think there is some potential for more integration, we should improve the communication, and generally have more meetings about important decisions.

Author: Do you think it is effective to use DMC to generate leads or are offline tactics more effective and relevant to the Hilti customer?

Interviewee 9: Yes, it can be, but at the same time it is very hard to communicate with digital marketing what we as sales people can communicate to the customer in person.

Author: What characteristics should the digital marketing communication ideally have to generate more and high-quality leads?

Interviewee 9: Once we somehow identify that a customer is interested, we should react immediately. Ask the customer what exactly he is interested in, set up a meeting etc. Because if we wait, after one week the customer will most probably forget what he saw online a week ago.

Author: Should the DMC strategy be integrated across various channels or should each channel serve its own unique purpose?

Interviewee 9: The marketing communication should be integrated across channels. It shouldn't be too over informative in my opinion - especially when it comes to services.

Author: Do you think encouraging employees to use social media to share content on their profiles would improve the effectiveness of generating leads via digital marketing communication?

Interviewee 9: I don't know many customers, who would have a LinkedIn profile and used it regularly. Maybe the younger generation, but these are not in the managerial positions yet.

Author: In your opinion, is it effective to use DMC for these services when targeting decision makers?

Interviewee 9: When we were doing an onsite analysis for ON!Track at one customer and in the end, after we were presenting results to the owner, he was still hesitant, but then the warehouse manager stood up and said: 'I really want this software, I think it can make things a lot easier for us.' And that's what made the owner decide.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 9: In our industry it is just hard, because not many people use it. It will probably be the trend in the future, but for now, I don't see many customers being very enthusiastic about digital. Anyway, if we decide to use it, we have to promote it internally, train and ensure that everyone understands it

Author: Thank you very much for the interview and have a nice day.

Interview 10: Area Sales Manager 4, Czechia

Author: Hello, my name is Petr and as you know from the email I have sent you, I am writing my thesis with Hilti. The thesis is about lead generation for strategic services – Fleet and ON!Track and my aim is to, based on your perceptions and experience, identify the characteristics of a successful digital marketing communication strategy that will effectively generate sales leads for these services. If you agree, I will record this interview, so I can later analyze it. The responses are anonymized, so there won't be your name mentioned in my thesis. Just to let you know, your participation is voluntary and if you wish to withdraw your contribution from the research you may do so until May 15th. You may also skip any question I ask you and if you would wish to have the interview transcript, let me know. Ok, let's start. What is the role of Marketing now?

Interviewee 10: Take a product or a service and create awareness about it on the market through various channels - salesforce, customer service or digital marketing

Author: Should it become more integrated with Sales?

Interviewee 10: I think on the local level it is integrated quite well, globally it could be more integrated.

Author: Do you think it is effective to use DMC to generate leads or are offline tactics more effective and relevant to the Hilti customer?

Interviewee 10: Yeah it is realistic, but we need to be careful, don't overwhelm them with long forms to fill out.

Author: What are the characteristics of your DMC?

Interviewee 10: It is definitely in a transition period right now. For us in CZ, so far it has never been the case that digital marketing would help Sales gather customers. Directly, of course indirectly the support that is there leads to generating customers.

Author: What characteristics should it ideally have to generate more and high-quality leads?

Interviewee 10: We should pay attention to the quality of content we are sending. We need to really make sure that the content is understandable for the customer, so it would catch their attention and make them interact with us. Content - short well-structured A4 size leaflet. If we managed to identify to which type of customer, we should target our messages.

Author: Is the role of marketing communication more as a broadcaster for customers or an aggregator who brings content together to enable customer engagement and discussion?

Interviewee 10: Pull – the customer will search for the potential benefits, but we need to speak the customers language - don't say asset management, because customer will in reality never understand it. Customers might sometimes research a bit, but mostly searching for something that could help them improve a specific process and then they stumble upon Fleet or ON!Track.

Author: Should the DMC strategy be integrated across various channels or should each channel serve its own unique purpose?

Author: Do you think encouraging employees to use social media to share content on their profiles would improve the effectiveness of generating leads via digital marketing communication?

Author: What is the practice in your MO when marketing these services?

Interviewee 10: We should generally use social media more - people could gain information and awareness about our innovations etc. LinkedIn could be a good tool. We should focus more on our valuable and engaged customers. If we don't know much about the customer, it makes it much harder to sell a tool to him and it is even harder to sell a service. The trust is key and that's why we should in the beginning focus on our most trusted customers. But as a secondary activity, we can try even the customers, who haven't purchased from us yet.

Author: In your opinion, is it effective to use DMC for these services when targeting decision makers?

Interviewee 10: Yeah it is. I even use LinkedIn myself. When I have a good relationship with a customer, I add them, etc.

Author: What do you see as the main barriers or drawbacks of using DMC?

Interviewee 10: It is clear the construction and agriculture are of the least penetrated industries. Our customers tend not to proactively search for new information about products (or services). And if they do, those are the small companies (<40 employees), but mostly not the big, key account companies. Regarding the middle sized, yeah, they might sometimes research it a bit, but mostly searching for something that could help them improve a specific process and then they stumble upon Fleet or ON!Track. We don't have the use of digital in our heads - and in general with new technologies, we should receive more training and information.

Author: Thank you very much for the interview and have a nice day.