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Digital Marketing on B2B Markets of Construction Equipment: Doosan Infracore Europe case

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Declaration of Authenticity

I hereby declare that the Master's Thesis presented herein is my own work, or fully and specifically acknowledged wherever adapted from other sources. This work has not been published or submitted elsewhere for the requirement of a degree programme.

Prague, May 2019

Signature

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List of Abbreviations

AMA – American Marketing Association
B2B – business-to-business
B2C – business-to-customer
CRM – customer relationship management
DIEU – Doosan Infracore Europe
EU – European Union
ISB – infrastructure support business
IT – information technology
OEM – original equipment manufacturer
PPC – pay-per-click
R&D – research and development
PR – public relations
SEM – search engine marketing
SEO – search engine optimization
SE – search engine
SERP – search engine results page
SMM – social media marketing
UX – user experience

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Introduction

Today, Digital Marketing is firmly established in the practice of promoting companies, individuals, products or services by marketers all over the world. The main advantage of using the Internet environment for marketing activities is obviously the reduction of the costs of promotion compared to offline, as well as the ability to reach almost unlimited audience quantity-wise. Technological advancement as well as changes in consumer behaviour are making companies rethink marketing strategies they are stuck to in order to be ahead and aligned with constantly evolving digital environment. Modern Digital Marketing is about using digital technologies to create integrated, targeted and effective communication in order to build relationships while heaving a clear overview of results of the marketing activities. Examples of common digital marketing practices are marketing on the website, social media marketing, search engine optimization as well as other tools and tactics.

However, while business-to-consumer organizations have been successfully using the Global Network for the effective promotion of goods and services for a long time already, their similar use in the B2B sphere is still controversial. This is mainly due to the specifics of the business-to-business segment and particular features of the way the communication with B2B customers is conducted. Yet, while more and more B2B companies are recognizing the value of digital media and are slowly increasing their presence on digital platforms, nevertheless it is still not used as widely in contrast to B2C organizations.

Current work aims to find out what concepts and approaches can be considered as successful in B2B digital marketing activities. This will be done by investigating and exploring B2B digital marketing best practices and applying them to a particular organization examined.

The subject of this Diploma Thesis is digital marketing activities of the DOOSAN Infracore Europe, which is a top machinery manufacturer and a global leader in Infrastructure Support Business. While working as an intern for the above-mentioned company, author of this work observed that current digital marketing activities of the company are potentially not performing to its best and there is a space for introducing valuable improvements. That is why the objective of this work is analysing an existing marketing strategy focusing on digital marketing performance, assessing it and making valuable propositions of how to improve DIEU's digital marketing activities in accordance with today's trends in B2B digital marketing and customer's aspirations.

In the first main part of the thesis the theoretical framework of the B2B Digital Marketing is presented. The theoretical part describes main differences of B2B and B2C markets and features, on which a B2B service company needs to focus on in order to develop an effective digital marketing strategy.

Theory will be followed by the practical part where the theoretical framework will be applied to the practical problem examined. Second part will contain company information, its current activities in digital marketing and situation on the market.

Third part of this work represents the author's own research which will be done in form of conducting a relevant survey among DIEU's customers and evaluating its results. Research methodology of the current work is qualitative research and case study analysis. The major primary data collection method used is email survey. The secondary data sources include but are academic literature and articles in the field of digital marketing. Author also uses research-based blogs, up-to-date articles and statistics to keep aligned with industry news and the changing trends in the digital marketing environment.

The last part will suggest new digital marketing activities listing specific steps to be taken in order to improve company's digital marketing performance in accordance with survey results and the theoretical part of this work.

In order to fulfill the objective of this work the following research questions have been developed:

RQ1: What are the specifics of a successful B2B digital marketing strategy?

RQ2: Can current digital marketing activities of the Doosan Infracore Europe be considered as successful?

RQ3: What are the necessary steps to be taken in order to improve company's digital marketing activities?

1 Marketing: Introduction and Definitions

In the 21st century, marketing is an integral part of the life of a modern person. For centuries, the content of this concept has been shaped not only by market activity but by all social, economic and political conditions. Nowadays we can state that the increase in the importance of marketing significantly affects our living conditions.

Probably, the exact date of birth of marketing as a discipline does not exist. Marketing has evolved in parallel with the development of a market. There is evidence that ancient civilizations have marked products with different symbols that could be an indicator and a guarantee of quality. In turn, technological progress has a great impact on the evolution of marketing. One of the first major inventions that influenced marketing significantly was letterpress printing. With the first press of newspapers, the first advertisements began to appear, which soon became its regular part.

For the company marketing communication is a key of success. Today, in the process of work, each company, setting new ambitious tasks, simultaneously faces a big number of problematic situations inherent in a market economy. The real problem of doing business has become the problem of finding effective demand. It is not enough to produce goods, it is necessary to organize all the work in such a way as to make a profit from the sale of this product.

Marketing differs significantly from mere selling of goods. While sales are trying to get customers to buy goods that are produced by a business, then marketing strives to produce and sell the goods the customer wants, by taking into account his needs and requirements and respectively adapting the development of goods, its design, price, packaging, forms of sale, promotion (Boučková 2008, p.8).

When it comes to defining marketing, there is no single strict definition of the concept. According to American Marketing Association (AMA) *marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large* (American Marketing Association, 2019). Philip Kotler and Keller define marketing as *the art and science of choosing target markets and getting, keeping, and growing customers through creating,*

delivering, and communicating superior customer value. Long and short of it, marketing is about identifying and meeting human and social needs (Kotler, Keller 2012, p. 5).

1.1 B2B vs B2C Markets

When considering the term of marketing there are two main different categories of it: “Business-to-customer” marketing (B2C) and so-called “Business-to-business” marketing (B2B). For the purposes of this work “Business-to-business” marketing is more relevant, nevertheless, it is crucial to understand the main differences and similarities that both categories have, as it helps to specify the main points on which a successful B2B marketing strategy should be based.

If we say a word “marketing” most people will in fact automatically think of the traits that are inherent in “Business-to-customer” marketing phenomenon. It is not a surprise as traditionally almost all the products we can see around are targeted at the end consumer, at us, at as a result we are exposed to some kind of marketing every single day. Business-to-customer marketing refers to the tactics and best practices used to promote products and services among consumers. Thus, depending on who plays the role of buyers and sellers, as well as for what purpose the goods and services are acquired, various market areas are distinguished. The main ones are traditionally considered to be B2C and B2B spheres.

Let’s take a closer look on the B2B markets. B2B market covers the sphere of commercial interaction of legal entities. Thus, this is the part of the market in which firms, enterprises, organizations act as sellers and buyers. In this case, consumption is intermediate in nature and may be aimed at ensuring the production process, organizing economic activity or subsequent resale. Some examples of B2B markets are: consulting companies, advertising companies, manufacturing companies, etc. According to Kotler, the main differences of business markets compared to consumer markets are found in the nature and complexity of industrial products and services, the nature and diversity of industrial demand, the significantly fewer number of customers, larger volumes per customer, and last but not least, closer and longer-lasting supplier-customer-relationships (Kotler, Pfoertsch 2006, p. 21). This main differences of B2B markets from consumer markets greatly influence the way the product needs to be promoted and sold. Let’s have a closer look on each of them.

1) The Complexity of Industrial Products

Industrial products are so complex in nature and vary strongly from one company to another and that's why researchers have grouped them into several categories. y. In general, business markets can be broken down into these markets (Kotler, Pfoertsch 2006, p. 21):

- a) materials and parts (raw and manufactured)
- b) capital items (buildings/equipment used in production or operations)
- c) supplies and services (operating supplies, repair or maintenance items)

The complex nature of industrial products on B2B markets usually requires an expert on both selling and buying side and makes the process of decision-making quite long compared to consumer markets where people tend to buy products more emotionally without considering the purchase for significant period of time. Unlike the often-standardized consumer products, industrial products tend to be individual solutions that require high levels of fine-tuning (Kotler, Pfoertsch 2006, p. 21). As far as such industrial products are often a part of a larger industrial systems, a great attention is paid to the technical specifications and other specific requirements.

2) Derived Demand

Generally, the demand of B2B companies is derived demand pulled through the value chain as a result of demand for the final end product (Kotler, Pfoertsch 2006, p. 22). It means that a demand for a specific material like for example rubber exists because there is an end-customer demand for cars, and to produce these cars companies are in need of rubber to manufacture quality tires. The nature of the derived demand in B2B markets makes it **more volatile** than that on a consumer markets, because even small changes on the end of the value chain can impose large effects on the suppliers involved. Another important thing that needs to be highlighted when talking about the derived demand on industrial markets is that it is much **more inelastic** than the one on B2C markets – large companies usually buy only amount of product they need and do not buy more because of the price reduction.

3) Internationality

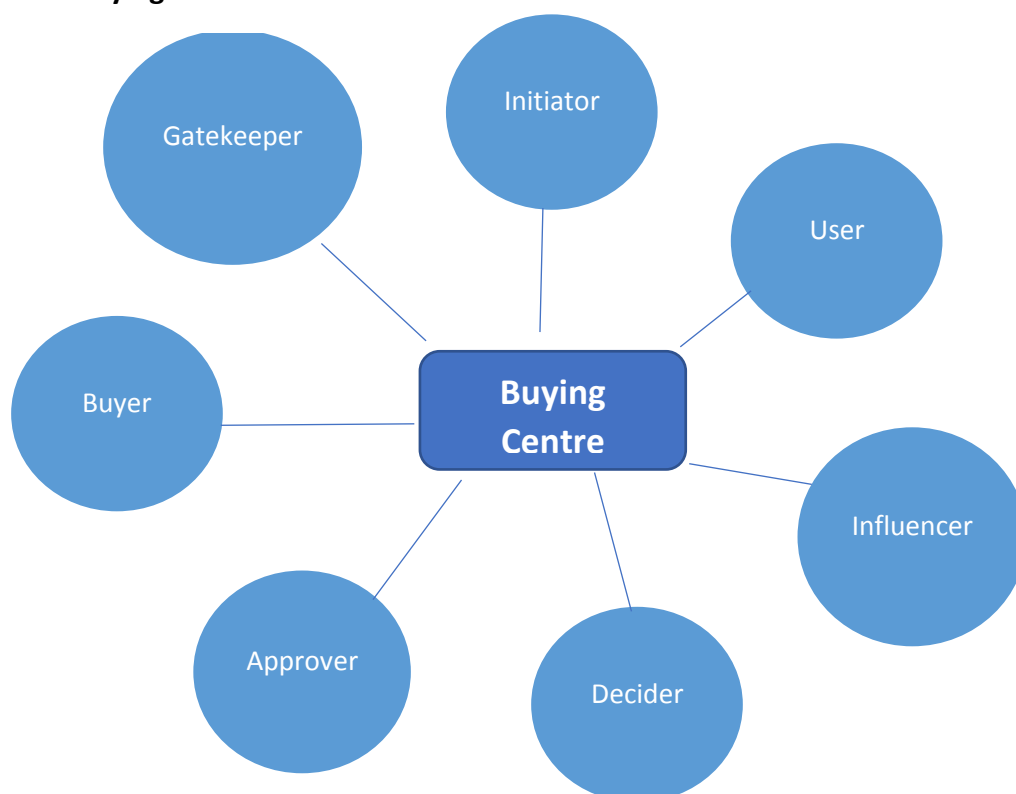
Industrial products on business markets are usually much more standardised than consumer products. It happens because buyers on B2B markets all over the world are usually looking for the same kind of functionality and technical specifications in the products they buy. In contrast to most of the consumer markets such factors as nationality, tastes, preferences, cultural

differences tend to play a little or even no role in purchase behaviour on B2B markets. This implies that B2B companies should always pursue global branding in their market offerings (Kotler, Pfoertsch 2006, p. 23).

4) Complexity of decision-making system and buying process

The number of potential customers in the B2B market can be from several thousand to several hundred thousand companies, while in the B2C market their number can vary from a few tens to millions of consumers. On the one hand there are usually much less customers on the B2B market than on the B2C market, but the complexity of the decision-making process is much higher than the one on the consumer market. The B2B market assumes the need to undergo multiple consultations and approvals before deciding on the purchase. One single purchase process on the B2B market involves the input from a large group of people from different organization departments and their expertise is used to ensure the most efficient purchase as those on B2B market usually involve significant amounts of money. All the participants involved in this decision-making process are forming a so-called **buying centre** (Kotler, Pfoertsch 2006, p. 26). Its size and composition can vary greatly according to the complexity of the respective need that has to be satisfied. In B2B Brand Management Kotler specifies the following key roles that people play when being a part of a buying centre: Initiator, User, Influencer, Decider, Approver, Buyer and Gatekeeper.

Figure 1: Buying Centre



Initiator role consists in detecting a need in some purchase. Usually a high-level manager play this role in the buying centre.

User role is still very important, as no matter how complex the product is it is the User who is going to use it. Usually the more experienced the user is the more influence he has in the buying centre.

Influencer is the person who provides guidance of the buying process, he or she can evaluate different options, provide further information or specify conditions.

Decider is the person that makes the final purchase decision.

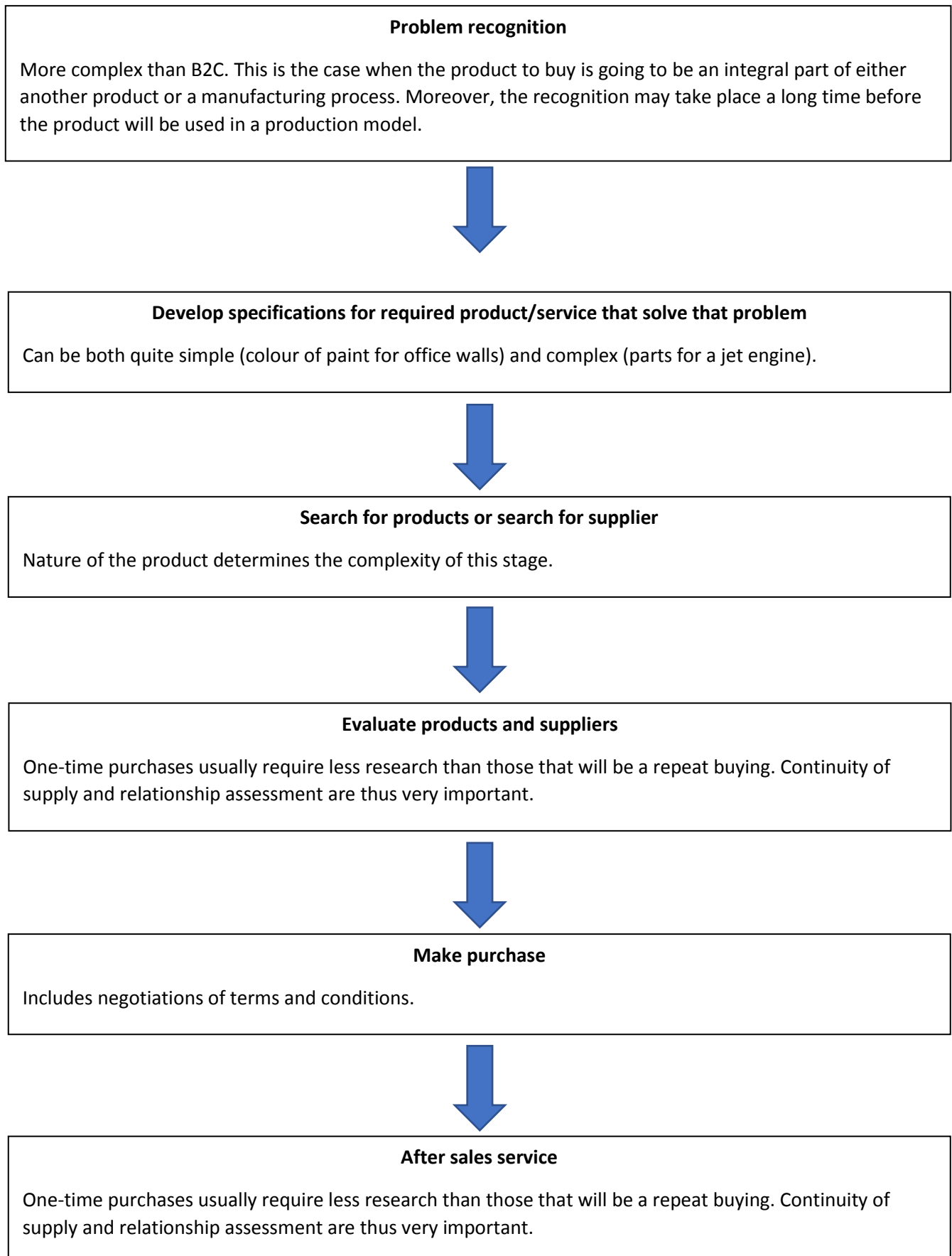
Approver has the power to approve or disapprove the buying decision before any action is taken.

Buyer then formally arranges the purchase process with suppliers.

Gatekeeper is the person who has the ability to influence the information exchange between all members of the buying centre (agents, receptionists, etc.)

This quite large number of people involved in a standard purchase decision on B2B market results in the fact that interpersonal and individual factors can still play an import role in decision-making process. All the professionals that are part of the buying centre can have different systems of belief and can react differently to various situations that take place. As can be seen from above the buying process on B2B markets is much more complex then the one on B2C markets and this is mainly due to higher risks, more technical and economic considerations as well as more people and money involved in it. Below there is an example of the typical B2B buying process:

Figure 2: An example of a B2B buying process (Charlesworth 2018, p. 22)

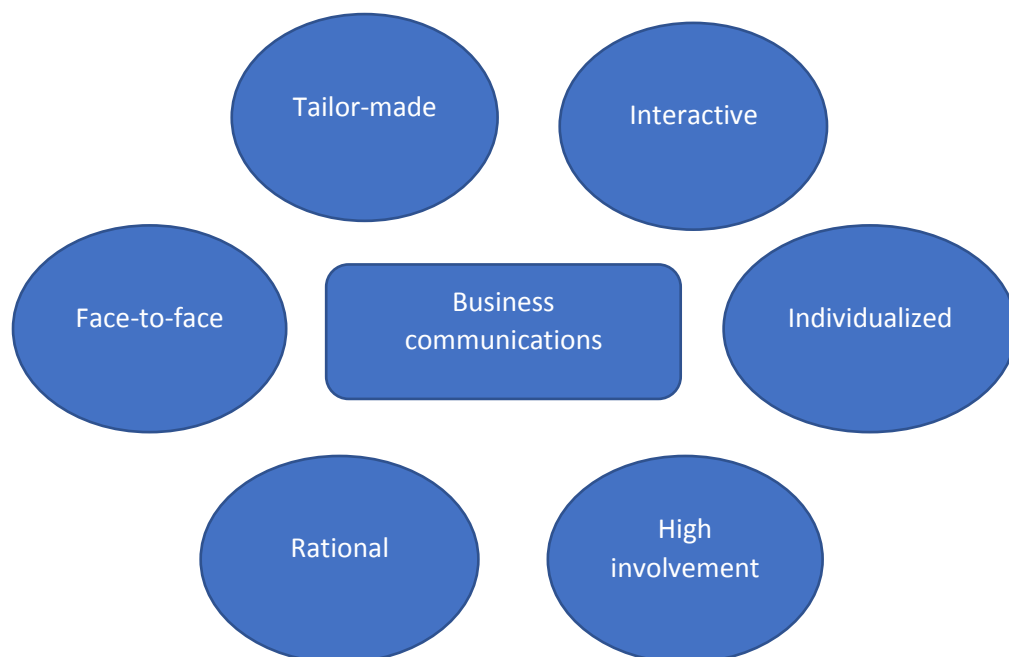


5) Importance of personal relationship

Increased attention to building partnerships and developing cooperation with customers is a key characteristic of a B2B marketing. Thus, according to King in his book “The complete guide to B2B marketing” B2B marketing is focused primarily on the needs of its customers, 20% of the total number of which bring the company about 80% of all revenues while special attention is paid to brand recognition. For the B2C market, the determining factor in making a purchase is the popularity of the product or service, so B2C marketing is focused on the active use of the media. In the case of the B2B market, companies create a name for themselves by making quality sales and building strong personal connections. It greatly relates to the fact that B2B marketing pays great attention to the quality of products sold and the provision of appropriate guarantees to the buyer.

Kotler in B2B Brand Management promotes the idea that brand image and reputation influence the relationship with organization’s customers and says that communication with them is often made through the feelings the customers have about the brand. Tepid global economy, consolidation of industries and exchangeable market offerings are driving competitive forces nowadays and it is not enough to just offer great products in such a competitive environment. By establishing a brand and gaining a favourable competitive position in the marketplace, businesses can successfully set themselves apart (Kotler, Pfoertsch 2006, p. 34). The figure below presents the most important features of business communication:

Figure 3: Business communications



Source: Pelsmacker, P., Geuens, M. and Bergh, J. (2006). Foundations of marketing communications. New York: Prentice Hall.

The first characteristic of business communication, face-to-face communication, is considered to be the most powerful. Salesperson's communication with company customers through personal visits and trade shows are a great example of face-to-face communication where all the parties have an opportunity to talk directly to each other, exchange private opinions and thus build a strong long-term relationship. Then, as was described earlier in text, as industrial products are very complex in nature, the customer usually wants a tailor-made solution that would perfectly fit his demand, conditions and expectations. That is why B2B marketing pays great attention to the quality of products sold and the provision of appropriate guarantees to the buyer. Communication on B2B markets is not only personal, but also more interactive, individualized, with high-involvement decision-making process and still more rational, in comparison with B2C communication.

As the main features of B2B markets were discussed already, in order to get a clearer picture the below table is a great summary of the differences between business-to-business and business-to-customer markets.

Table 1: B2B vs B2C markets

B2B	B2C
Shopping for a purpose other than personal need	Purchases for personal consumption and household consumption
Purchase is done by someone other than consumer	Buying is usually done by the future consumer of the product / service
It takes more people to make a purchase decision	Individual decision
Purchases based on exact technical specifications and industry knowledge	Shopping often based on brand awareness personal recommendation
Purchase made after careful consideration of alternatives	Often impulsive purchases
Purchase based on rational criteria	Shopping based on emotional response to a product or promotion

Long decision-making process	Individual buyers often make decisions quickly
Interdependence between a seller and a customer; long-term relationships	Buyers enter short-term interactions with many different vendors
Purchases may include competitive bids price negotiations and complex financial agreements	Most purchases are closed at a fixed price
Products often purchased directly from the manufacturer	Products usually purchased from someone other than the manufacturer
Shopping often involves high risk and high costs	Mostly low-risk and low-cost purchases
Limited number of large buyers	Many individual consumers and households
Buyers often geographically concentrated in certain areas	Customers generally dispersed throughout the population
Products: Often complex, classified by how business customers use them	Products: consumer goods and services for individual needs
Derived demand	Demand based on consumer needs and preferences

Source: Solomon, M., Marshall, G. and Stuart, E. (2006). *Marketing očima světových marketing manažerů*. Brno: Computer Press. p.166 – translation of the author.

In this chapter of the work the main differences of B2C and B2B markets have been described with an emphasis on the specific features of the B2B market that further influence the way the company should promote and sell its products. Marketing in the conditions of B2C and B2B markets acquires its own characteristics and specifics corresponding to the needs and requirements of the market.

1.2 B2B Marketing Mix

The author of the concept of marketing mix is Professor Neil Borden and another marketing expert, E. Jerome McCarthy, is responsible for creating and naming its individual components. Boučková defines the marketing mix as “set of tools by which a company can influence its

surroundings and through which it implements its intentions” (Boučková 2003, p.6). It consists of four basic elements, so-called 4P - Product, Price, Place, Promotion. The marketing mix can be combined to suit the specific needs of the business, while the result depends on the correctness and appropriateness of the selected component ratio.

The following part of the work deals with individual marketing tools and their specific characteristics in terms of B2B marketing.

Product

The product is always considered as the most crucial part of the entire marketing mix. It basically means that you can not have a successful marketing strategy if your product is not good enough. In the B2B marketing, the term “extended product” is used which expresses a comprehensive offer of a given product (or service) that provides the purchasing organization with a complete solution that goes beyond the core of the product itself. An example of such a complete solution may be payment and delivery terms (availability date and delivery date of the goods) or service according to the buyer's preference (trainings for personnel, service, etc.) (Boučková 2003, p.140).

Price

Price as part of the marketing mix expresses the value of the product for the customer, is the most important factor affecting demand for the product, as the only one generates company income (while other Ps represent only costs) and significantly influences further life of the company.

On B2B markets, pricing can be one of the final steps in design, product development and business negotiation decisions, especially when a product is the result of mutual collaboration between organizations. Thus, the price in the B2B segment may be subject to negotiation, special discounts and rebates (discount in exchange for the promotion of a brand of the seller) or may represent a shared profit of the purchasing organization. When it comes to less complex or standardized products, the price may be based on competitive offers. Only in case of the most general products is the price on B2B markets determined by the market mechanism, as it is on the consumer markets (Vitale, Giglierano 2002, pp. 6-7).

Place

On B2B markets, it means placing an organization's representation in a location where the product can be shipped immediately and quickly to the customer. Economic benefit plays a key role in value creation and includes the way supply chain is managed, inventory management and material resource planning. This means that the right goods should arrive at the appropriate quality and within the appropriate time interval to the correct location. Furthermore, spare parts should be produced in the appropriate quantity and sent to the right place, at the right time.

Businesses create their marketing channels to deliver maximum value to their customers while minimizing the cost of creating economic benefits. This applies to both B2C and B2B markets. The main difference, however, is the length and concentration of the channel. On B2B markets, these channels are shorter, more direct, sales are more high-volume, and the right timing of delivery is an essential factor in building relationships between the two organizations (Vitale, Giglierano 2002, pp. 7-8)

Promotion

In the case of B2B, emphasis is placed on other forms of communication rather than on consumer markets. End consumers are literally inundated with advertising, through which manufacturers try to bring attention to themselves. In the B2B area, however, advertising does not have such effects because it is a one-way method of communication and it lacks feedback and the possibility of dialogue which is so important in B2B. Organizations can use advertising as a brand awareness tool, but key sellers (sales representatives) are in direct contact with customers and assist them in the purchasing process.

For purposes of B2B marketing, personal selling is the most effective and widely used communication mix tool, which allows marketers to get immediate and accurate feedback. As B2B products are often the result of collaboration between a supplier organization and a customer, this collaboration requires a strong ability to engage with the customer. The task of the sales team is to provide clients with information and personal service associated with the purchase of goods. All of this is based on the fact that in B2B marketing, closer and more lasting relationships and personal ties between business partners are being built than in consumer marketing (Vitale, Giglierano 2002, pp. 7-8)

2 Digital Marketing

2.1 Introduction to New Media

Today “traditional (or old) media” and “new media” are the terms that are commonly encountered. The concept of new media is surrounded by a tangle of more or less overlapping concepts such as digital media, network media, interactive media and also social media.

Marshall McLuhan introduced the concept of new media for the first time in the late 1950s and early 1960s and used it to describe new electronic media and its content. In the later literature (approximately until the mid-1990s) this term referred to the means of communication that emerged after the successful advent of television. In this sense, we can consider the oldest new media technologies to include television and telephone, especially video recorders and video cameras, teletext or videophone. Especially the second half of the 1990s was a key period as the transition from analogue to digital age took place. This meant the massive spread of digital technologies, especially the Internet, to all areas of human life.

In their publications Jirak and Köpplova use the concept of network media due to the existence of a new social “architecture” that emerged with the arrival of new means of communication. In contrast to the “architecture” of mass media, which is based on a vertical and highly hierarchical organization of disseminating information from a few centres to a wide audience, it is based on “far flatter, low-hierarchy networks in which those involved have a relatively large opportunity to try to reach others” (Jirak, Köpplova 2009, pp. 13-14). Thus, network media have inevitably caused a change in communication that is no longer just *one-to-one* or *one-to-many*. Network media brings a new type of communication - network communication. Network-based communication, *many-to-many*, mainly uses social media and the Internet connecting a large number of communication participants that can be both the source and the recipient of information.

There is no single or correct definition of the term “new media” at present. It is a complex concept that describes a variety of phenomena. For example, Pavlíček argues that “new media” means media that: “(1) are based on an electronic / digital platform; (2) use computing power (processor); (3) are interactive (responding to user input); (4) and promote communication, or at least feedback” (Pavlíček 2010, p. 11). However, other authors emphasize that new media cannot be reduced to technology, channels and content, but should be seen as integral social institutions. For example, Lister (2009) perceives new media as a wide range of changes

(whether technological, textual, conventional or cultural) in media production, distribution and usage.

Considering the above attempt to summarize the concept of new media it is obvious that today's world is undergoing a huge change towards the digital era and that is why it is very important for a modern marketer to know how to promote the product through the digital means. The following chapter further describes the term of digital marketing and introduces the most popular tools to use to be successful in the digital environment.

2.2 Basics of Digital Marketing

Digital marketing. Online marketing. Internet marketing. Web marketing. These definitions are almost identical, and the same tools and ways of use are hidden underneath. Before moving on to the specific digital marketing tools that are currently being used the most, it would be appropriate to say a few words about digital marketing itself or what one can imagine under that concept.

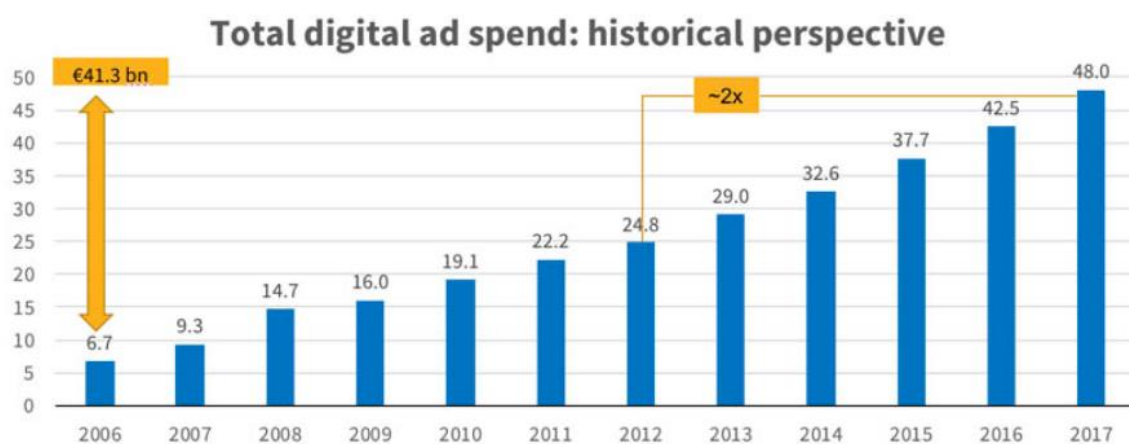
In general, digital marketing does not differ very much from traditional marketing. If putting it simple, we can say that in either case you are trying to present to customers the information they need in order to purchase a product or service from you as from a vendor. What is different, however, are the channels that are used to transmit these messages to the customer. An example may be a communication tool where, instead of traditional media, digital media is used, such as websites, e-mail messages, social networks and other, which will be discussed later in the next chapters. The very essence of the message is more or less the same, we only change the way we deliver it.

Digital media play an increasingly important role in people's lives, and marketers' interest is naturally turning in this direction. New information technologies have empowered consumers and contributed to a shift in market power that is no longer in the hands of businesses and traders but on the side of consumers. With such a changing market, the demands of customers who want to participate in value creation with active participation and interactivity are changing as well (Prahalad, Ramaswamy 2004). It is this what opened the door to digital marketing, which speaks to consumers through various digital media channels. To be successful, traders need to understand not only how these channels work, but also to focus on

customers and understand their needs (Prahalad, Ramaswamy 2004). Participation and interaction with businesses have become crucial for consumers, and this is one of the reasons why interactive platforms such as social media have developed so dramatically and become more important (Hanna, Rohm and Crittenden 2011). Social media has become an essential tool for building up and engaging with consumers. Kaplan and Haenlein (2010) see in the presence of social media opportunities not only for large multinationals but also for SMEs.

Graph below shows the historical development of digital advertising popularity:

Figure 4: Total digital ad spend



Source: AdMonitoring.cz

Buyers have always appreciated product information that easy and quick to find, and most of them have confirm that this affects their purchase. What are the options and, in particular, what tools can be used for mastering digital marketing?

2.3 Digital Marketing Tools

With the appearance of new media, not only new opportunities have emerged, but also new tools to use to be as efficient as possible in marketing terms. It is becoming increasingly difficult to tackle with all the tools of digital marketing and all its types. Over nearly twenty years of dynamic development of new media, digital marketing has grown in one of the most widely used forms of contemporary marketing and is constantly evolving. Websites are still

the basic tool of digital marketing, although they should not be the only option used. Nowadays, there are dozens of means and types of marketing known in the digital environment, which use such tools as online PR, internet advertising, online direct marketing, email marketing, sales promotion, social media marketing, mobile marketing, web TV, SMS marketing etc.

In the following part of this work the most common digital marketing tools will be described. The aim is to bring them closer together and try to understand their function in the so-called digital eco-system.

Public Relations

The main role of PR on the Internet, as well as in the off-line environment, is not to generate profits, but to build brand awareness in the minds of society and to create mutually beneficial relationships between organizations and the public. Because PR is a constant communication activity, Internet is perfectly suited to this activity because of its immediacy and ubiquity. The basic form of PR as well as the main mean of promotion is the company's website. For most marketing campaigns, websites are both starting point and destination. Other PR activities include PR articles, press releases, e-books, workshops, online workshops, etc. One of the recent forms of online PR is Social Media Marketing, which will be discussed in more detail in a separate chapter.

- Website

The aim of the most important tool of digital marketing is primarily to provide customers with all relevant information about the company and its offerings. Company's webpages should be visually attractive, user-friendly and effective contentwise.

- PR articles

This interesting marketing tool fulfils two main functions in the PR strategy - it brings the company awareness into the minds of professional and general public and increases the popularity of company's webpages. The article, which is usually product-related must attract the reader and be published on the company's website or/ and on sites of the third parties. Comments of readers are very important to measure customers' engagement and to get to know their needs and aspirations.

- Press Releases

Press Releases represent a more comprehensive text message that is published by a company, political party, or other organization when it needs to communicate something important to the public. As people generally like to keep up-to-date with news, press releases about product news and other attractions are the most popular and most effective tool for Internet PR to make businesses visible without the message being a classic advertisement (Janouch 2010).

- Viral Marketing

This is a relatively recent phenomenon in marketing environment that has emerged with the advent of social media. This particular marketing communication tool uses targeted social networks to bring the focus on brands and products. Explosive distribution of viral messages and other content by users of the social media is similar to the fast spread of biological viruses, hence viral. Internet marketers can use the so-called viral marketing, an Internet version of word-of-mouth marketing. Viral marketing means creating an email event, social media post or campaign that is so engaging that a customer wants to share it with his friends. Because this message or promotion is spread by the customers themselves, viral marketing can be very cheap. And when a message comes from a friend, it is more likely that the recipient will read it (Kotler 2007, p.198). Therefore, viral marketing is very attractive for marketers because they expect that the content released will reach a large number of potential customers.

Internet advertising

Advertising is about communicating corporate offerings to customers through paid media. The relation of advertising and media is very close, as media are dependent on the advertising (Tellis 2000). Although television and print still dominate the overall advertising market share, online advertising is used more and more frequently as an effective internet marketing tool.

Online advertising allows you to reach a wide range of potential customers in a short period of time and at a relatively low cost. Among its other benefits are: multimedia presentations, easy customer targeting, flexibility, instant response times, and accurate advertising campaign impact. The main disadvantage is the fact that new technologies allow Internet users to block advertising. Still, the interest in internet advertising by businesses is growing, given the importance of the role of the Internet in people's lives. Often its practices are on the verge of

ethics. For example, in the case of behavioral advertising, data about a user is collected and used to show a user an advertisement based on his or her behaviour. The problem arises when the user is unaware that such data collection occurs. The personalized ad is a different case which is based on the user's deliberately communicated data (Jahodová, Příkrylová 2010).

Like advertising in traditional media, there are two main objectives of online advertising (Charlesworth 2018, p. 210):

1) Direct action – a reaction from customer is needed. Despite the fact it is usually income-generation driven (*click here to purchase limited offer*), or aiming to inform about specific promotion (*30 per cent sale in store this Friday*), the action should not necessarily be a sale – it could be to sign up for a newsletter, register a vote or make a donation etc.

2) Branding – to reinforce customer's perception of the brand, product or company by frequent exposure.

There are currently several types of online advertising:

- Display advertising

Display advertising is the first kind of advertisement that appeared on the Internet. This includes banners, pop-ups and buttons. Banner advertising was very successful at the beginning, but with an increasing number of banners across the Internet, users have developed “banner blindness” by simply ignoring it. Pop-ups that overlap the content of the page are also very unpopular because of their distracting nature. However, modern internet browsers can block such forms of ads. For this reason, the size and placement of banners have changed radically in recent years while the strategy of banner placement has become more aggressive (Jahodová, Příkrylová 2010).

- Search engine advertising

For marketing on the Internet, search engines such as for example Google or Seznam have become highly important. The goal of search engines is to provide the user with the most relevant information when answering a question, and therefore assess the importance of the websites they have in their database in different ways. Search Engine Marketing (SEM) is a form of internet marketing that increases the visibility of the site in search engine results through optimization and marketing support. When showing the user all the available results on the topic he or she is looking for, there are so-called pay-per-click ads shown at the top of

the page They are very similar to natural results, however, are separate and labelled as advertising. This kind of advertising is very intentional, and therefore SEM is so effective. Efficiency is also guaranteed by the fact that no unrelated ads appear in search engines. Every ad promotes what the user is really looking for (Nemec 2009).

- Search engine optimization

SEO sets and customizes web page content to appear at the top of search results when entering keywords. If a company wants to create a truly high-quality site that wants to reach the desired target audience, optimization is a must. The better the web is optimized, the better its chances of visibility. In recent years, it has also been said that Content Marketing has become a new SEO. Which is easy to interpret, so that good content has become the foundation of SEO and it is through high-quality content that you can build better visibility on the Internet, not just because of algorithmic techniques. It is an effective and relatively free way of promotion. Basic principles of Search Engine Optimization will be closer described later in this work.

- PPC

This form of advertising is among the most effective because it is only shown to people searching through specific content. As a result, they are facing with advertising message that is directly related to the content, allowing accurate targeting specific customers. The ad display itself costs nothing to the advertiser, and he is only charged when the user clicks on it. This applies only to users who have expressed an interest in advertising. This makes PPC advertising an efficiently manageable cost-wise and precisely evaluable advertising (Nemec 2009).

Online direct marketing

Direct marketing is a way of marketing communication where customers are approached directly (e.g. by e-mail, post, phone or personally). The most commonly used direct marketing tool is e-mailing or e-mail marketing, but we can also mention sending newsletters and similar messages, organizing webinars, online chat rooms, and more. E-mail has become one of the basic forms of human communication in the nowadays world, both in personal and professional life, and nothing predicts its decline in near future. Companies are aware of the power of e-mail and therefore are widely using it as a powerful marketing tool. E-mailing means sending e-mail messages to potential customers and can be used not only for sale purposes, but also for

building long-term customer relationships. People often associate e-mailing with spam, but it differs from it in the fact that recipients themselves give a company permission to send e-mail messages. Through e-mailing, customers can be informed about industry news or company news, targeted email letters can offer additional goods or services or send out invitations for fairs and events. With the ability to be highly personalized, email campaigns can be targeted even to the level of an individual, at a minimum cost, and such precisely targeted marketing tend to have the highest efficiency. The great advantage of e-mail is the ability to insert hyperlinks, which allows you to redirect the recipient directly to your corporate website (Janouch 2010).

Sales promotion

Just as in an off-line environment, businesses are using a variety of sales promotion tools on the Internet. It is a relatively short-term tool of marketing communication, and as can be understood from the name, companies are trying to promote sales of their products and services. Especially e-shops use countless tools that may seem very simple, but they are also very effective. These include sending sample products, providing discount coupons, organizing competitions and polls, offering special-price packages, cross-selling¹ or up-selling² (Janouch 2010).

- Loyalty Programs

Loyalty programs are one of the most popular direct marketing tools. They are designed to reward existing customers and ensure their loyalty while gaining the confidence of future customers. A loyal customer has more value for a business than a one-time customer. In addition to the above-mentioned sales tools, the company also works with customers over the long term. The loyalty program should be sufficiently motivating for customers and also easy to understand so that they can easily know what benefits they are entitled to.

- Affiliate Marketing

¹ Encouraging a customer who buys a product (gasoline, for example) to buy a related or complementary product (engine oil, for example). (Source: businessdictionary.com)

² A sales strategy where the seller will provide opportunities to purchase related products or services, often for the sole purpose of making a larger sale. (Source: businessdictionary.com)

So-called commission selling is based on the principle of partnership, where sales representatives offer web operators a financial reward for bringing a new customer to the merchant's website and the customer also purchases the product from the merchant.

Social Media Marketing

Social media have been experiencing a huge boom in recent years and more and more companies are becoming aware of their importance from a marketing perspective. Social media should primarily serve companies to communicate and build long-term relationships with target segments, but we can also observe advertising becoming an integral part of social media, that is just a logical outcome of the current situation. Where the masses of people come together, trade is naturally created. The concentration of users on the social media environment has given rise to a completely new marketing channel. As a result, a new term, the so-called "Social Media Marketing", is known today.

If a company wants to use SMM successfully, it should first understand its essence, bearing in mind that it is a specific marketing strategy that requires planning, resources, time, regular attention and actions. Marketers should also keep in mind a few basic facts. The first is that the crowd has tremendous power while companies have limited control. That is why it is necessary to learn how to communicate with people, how to listen to their aspirations and requirements and thus create a stable market position. It is also important to perceive social media as a full-fledged marketing channel, while still not forgetting other marketing channels and using them in the most efficient way (Evans 2008). The main goal of social media marketing thus is not to sell, but to build brand awareness and goodwill that will eventually contribute to sales, along with modifying products according to customer needs and needs. Social media communication is not only effective in relation to end customers but is also effective in the B2B segment. Through social media, companies reach a wide range of people and discover new opportunities for presenting products, services and other relevant information (Scott 2010). That is why social media is also a very effective tool for PR. They help build and develop relations with public provided they are used in the right way. First and foremost, companies need to offer quality content with a certain time frequency and at the right time, to share information of all kinds and to communicate it respectively to conduct a dialogue.

In order to get the most out of social network marketing, businesses should take the following principles into account when developing SMM strategies (Scott 2010):

- Without in-depth knowledge of social media, one cannot run or organize any type of social media campaign. It is necessary to know the principles of operation, type of communication, target audience, to perform monitoring, analysis and required measurement. This knowledge helps to reach the target group in a most effective way.
- The campaign needs to be planned in detail from start to end.
- Quality content is a key factor for a successful campaign. It must be linked to the company's core business, but it should also be engaging, interesting, and attractive enough to get the attention of users so that they want to share such content with their friends.
- When publishing content, companies must also respect the timing - right launching timing of the entire project as well as publishing periods. Companies need to adjust the frequency of posts to be up-to-date, but not to bother their fans with too much information.
- The mere presence on social networks is not enough to succeed. The company must be actively involved in interaction with users and this plays a crucial role. It also must take care of all of its accounts and profiles, integrate and update them, deliver content, and interact with users.
- When creating any kind of page, rather than the general public, the company should focus on the target group that is really important.
- Credibility and authenticity are the pillars that every SM operating company should rely on to maintain a good reputation.
- If a company uses multiple communication channels on the Internet, it should link them as much as possible using a unified communication tone and brand identity.
- The company must strive to maintain a constant dialogue, respond quickly and carefully because communication is what social media marketing stands for.
- The company should be easy to find.
- In social media, companies should test different tactics and tools, abandon those that are not good, and improve ones that are successful. Never be afraid to experiment.
- To sum up, every company that wants to build a brand on the Internet should respect a well-formed marketing mix. In SMM we are talking about 7C: Content, Convenience, Communication, Customer Care, Connectivity, Community, Customization.

2.4 B2B Digital Marketing

Marketing products using the above-mentioned digital tools today is a must for both B2C and B2B companies, the latest however still have some particularities to take into account when considering a successful digital marketing strategy.

As mentioned earlier in this work, one of the biggest obstacles for a B2B company is that its audience is usually restricted to a rather small pool. As far as the reach is already limited, it becomes even more crucial to identify and create targeted communications for this niche segment. The emergence of digital marketing brings solutions that can help B2B companies address their challenges. As already discussed, another two aspects that are significant in B2B marketing, and thus in B2B digital marketing, are that (1) method of both decision-making process and actual purchase differs from B2C, and (2) the range of products varies significantly. This products diversity purchased by an organization means that B2B marketer has to adapt online selling to suit various lines of products. However, similarly to consumer markets, when purchasing companies use Internet as a source of information and, sometimes as a transaction channel.

For the majority of the B2B services and products, even though the organization's online presence plays an important role in the commercial buying process, it is rarely that an actual purchase made on the website (Charlesworth 2018, p. 20). The most probable scenario is that the Internet will be used for gathering information, so that the list of potential suppliers can be narrowed afterwards and contacted on a personal basis. This scenario basically reflects the way B2B purchasing has been made for years, with web used instead of (or in addition to) brochures, product catalogues, trade shows and even advertising. This means that the key aim of the B2B website is **lead generation**³ – making the presentation of information an essential element of the B2B website (Charlesworth 2018, p. 21). Branding context is the case as well, as the site can help to develop **relationship** between a company and a customer that is crucial in B2B commerce. To sum up, as there is little opportunity for direct sales in the B2B context of Internet presence, however there is a big opportunity of lead generation and relationship-building, and that is why these are the key objectives of B2B digital marketing strategy.

³ In marketing, lead generation is the initiation of consumer interest or enquiry into products or services of a business. For example, is there is a link saying *click here to buy now* it is direct sales, if there is a link that says *click here to contact a member of our team to know more about our product*, this is a lead generation.

Generally, table below shows how different B2B marketing is to B2C and how important digital marketing is on B2B markets:

Table 2: The most popular and effective B2B marketing channels

	Marketing activities/ channels used to acquire customers (%)	Activity/ channel which makes the most positive impact on revenue (%)
Email marketing – Newsletter	88.6	8.3
Social media	85.0	3.1
Content marketing	81.2	9.1
Search engine optimization	78.0	9.1
Word-of-mouth/referrals	74.9	22.0
Conference/trade shows	74.5	9.1
Search advertising	59.6	6.7
Public relations	59.2	1.2

Source: CHARLESWORTH, A. *Digital marketing: a practical approach*. London: Routledge, Taylor & Francis Group, 2018, p. 29.

For the purposes of this work and based on the above knowledge the following will be closer described below in relation to B2B digital marketing: B2B website, SEO, email marketing, online advertising and SMM.

2.4.1 B2B Website

To build a successful web presence of a B2B company, let's revise the concept of a typical B2B buying process described in Chapter 1.1 of this work and consider how a digital marketer can address each stage of it.

1. Problem recognition – is most probably an in-house decision, nevertheless a buyer indeed uses Internet to get to know up to date sector news. Thus, online press releases about new products or industry developments have to be shared to the webpages that might likely be visited by industry workers, including company's own website highlighting content on new products, applications or other advances. Such kind of online content prompts the buyer to recognize that they have a certain problem. That's

why the use of social media is quite effective during this stage, however those social media should be more industry specific, rather than Facebook-type sites (Charlesworth 2018, p. 153).

2. Develop specifications for the required product/service that solves that problem – can be completed internally as well, however as in the previous stage staff can use web to keep in touch with industry developments that make an impact on specification decisions. That's why a company website has to address such issues that might be specific.
3. Search for products or supplier – a stage when a good search engine optimization should be provided. Moreover, the information a buyer may seek has to be available in a most efficient format on the company's website.
4. Evaluate products and suppliers – in an offline environment means contacting potential suppliers, which is not necessary if online. The most relevant phrase in this regard is *you are your website*. A company decides whether to contact another company via phone or email, which can lead to a big contract, based on their perception of its website.
5. Make purchase – as mentioned before, an online purchase is not typical for B2B transactions, nevertheless the product can be suitable for online ordering and in this case a retail-like webpage might be appropriate. In case of a repeated regular orders, once an initial purchase was closed (delivery, price, discounts negotiated) an online provision can be made to accommodate such orders (Charlesworth 2018, p. 153).
6. After-sales service – can be a specific aim of the company's presence online and should be introduced whether on webpage or a social media platform. These include presenting various instructions, manuals, application updates etc.

In addition to the above the following might positively impact the B2B digital strategy and thus should be taken into consideration by a marketer (Charlesworth 2018, pp. 154-155):

- Sampling, inspecting and negotiation are very important when considering B2B buying – though it might not be possible to introduce them fully online, they should be introduced on the website of the company.
- B2B website should reflect the concern of risk avoidance which is high on B2B markets. Ordering products that might not suit one's application can have a very serious negative impact in the B2B environment unlike B2C.

- In any B2B decision making group, the person that accesses the website might need to forward relevant information to other members of decision-making process, that usually takes place offline – often during meetings. Providing a printed format is a requirement in such situation, with PDF file format ensuring the quality. However, even video and audio can be very effective during the process of discussion, particularly when decision-making group members are used to accessing web pages on mobile devices.

Now, let's take a closer look at the mentioned key objective of a B2B - lead generation. In this regard, the website must provide such a good impression of the organization and its products that potential buyers are sure that they are going to be a perfect choice for them, and consequently are obliged to contact the organization. But pushing the potential customer from just looking to being a genuine lead is quite hard in reality. Offline a salesman can watch, listen and react respectively to the situation, while online website does not have such functions, and thus the right call to action has to be delivered properly. An often mistake of many B2B websites is presenting the lead generation aspect too early, forcing the potential customer to email or call the organization too early in the buying process. Searcher must firstly be provided with all the valuable data for their decision-making and then be converted into lead. Another weakness of a large number of B2B websites is that the site's content does a great job when starting to move a person down the sales funnel but is not able to make a potential buyer to make the final step. This is the reason why experienced sales managers and marketers should be involved in website creation. According to the Nielsen Norman Group – experts in the subject of UX (User Experience) – these are key user experience differences between B2B and B2C websites to be considered:

Difference 1: Content must promote long purchase decisions;

Difference 2: Integration, compatibility and regulatory information has to be clear;

Difference 3: Content should reach both choosers and users;

Difference 4: Complex pricing requires realistic scenarios;

Difference 5: Content has to speak to different customer segments and scales of businesses without alienating audiences.

2.4.2 Search Engine Optimization

The next step after development of a good website a B2B company should take is obviously making this website visible for potential customers that are searching for products or services the company is offering, and this is what Search Engine Optimization (SEO) is about. The concept of SEO has been already described in brief in Chapter 2.3 of this work, however in order to describe the concrete steps a B2B digital marketer can take in this regard let's dive a bit deeper into the term.

Since the appearance of commercial Internet, search engines (SE) have been considered its "front door". Anyone in search a product or service usually starts with a search engine, which means if a company wants to sell anything more probably it must have a high ranking on the search engine results page (SERP). With regard to the role search engines play in modern digital marketing, it is, therefore, crucial that their potential impact on the marketing of any organization, brand or product is determined (Charlesworth 2018, p. 65).

Before taking a closer look at SEO, it is necessary to consider this topic from search engines perspective. The operation of a search engine is a business model in which a service is provided that attracts users to a website, and any site that attracts significant numbers of visitors can sell advertising on that site (Charlesworth 2018, p. 66). To be effective in attracting users, the SE has to be able to satisfy their needs, and to do it best, the SE must give a response to the users' searches providing results that address the issue the searcher wants to solve with the help of the Internet. To present such results in form of relevant information, the search engine looks for webpages that are the most likely to address the problem raised by the query. SE do that by seeking pages that include "key words" that a person types into a search box somewhere in the content or coding of the webpage. As for the processes which are used by search engines to determine their listings these are very complex mathematical algorithms, however nowadays it is not necessary for a digital marketer to understand them in depth in order to optimize their website. Substantially, according to Alan Charlesworth *SEO is the practice of making a website attractive to a search engine by presenting its code and content in such a way that the search engine will assume that it will address a specific enquiry from a (human) searcher.*

It is important to note that the term Search Engine Marketing (SEM) is used to describe the wider impact that search engines have on marketing in general. In this scope, SEO is an element

of SEM, when the use of search engines in marketing is divided into two specific components (Charlesworth 2018, p. 68):

- search engine optimization (SEO) and
- use of search engines as a way of hosting ads, commonly referred to as search engine advertising.

Both abovementioned elements depend on keywords with organic results listed on the same SERP as paid advertising. To put it simple, a marketer can pay for showing his website in the top of the ad section, he cannot control top results of the organic listings, this is what search engines do. For this reason, this specific sub-chapter covers organic search engine optimization while paid advertising aspect was described in the Chapter 2.3.

Prior to considering the SEO decisions to be made, it is important to understand that SEO is equally relevant in B2B as well as B2C environment. Search engines are used to search for business products and services similarly as for B2C products. According to Alan Charlesworth, the following 3 steps are part of mastering search engine optimization for any webpage: *keywords selection, on-site optimization and off-site optimization*.

- **Keywords selection**

The structure of both paid and organic results listings is defined by the keywords that searcher is using which are the core of search engine marketing. The task of the digital marketer is, thus, to decide which words the potential customer will type into a search box if they want to find the product or information your website provides. Brad Geddes (2010) proposes that keywords can be selected based on:

- explicit keywords, which directly describe the product
- problem keywords, which describe the conditions the product solves
- symptom keywords, which describe the problem
- product names and part numbers, which are the actual product names and/or part numbers

When choosing right keywords, it is essential to take into consideration some points that could result in decreased SEO efficiency, e.g. heteronyms, localized versions of place names (München / Munich), different product names depending on region (flash drive / USB drive / memory stick) etc. Another important thing is level of competition in the market. In case

company's product or service is represented by popular keywords then its website is "competing" with lots of other websites that are optimized for the same term. One way to overcome this issue might be the use of so-called *long tail of keywords* are more specifically targeting the problem.

The following three options of how to identify right keywords are available, and may be practised at once:

- 1) Marketer's own ideas.
- 2) Asking customers what keywords they would use to find your website (e.g. questionnaire).
- 3) Use of technology. The first step is analysing the metrics of a given website to understand what keywords people who visited your site used to find it. Then it is appropriate to use a keyword research tool. These tools collect data on search engine queries that have been conducted over a period of time and will give a marketer an overview of terms that are searched for by market or industry, as well an advice on related words and phrases. Google's AdWords Keyword Tool and Yahoo's Keyword Tool can be used for this purpose.

One trend which is interesting to highlight with regard to keywords selection is the emergence of *voice search* in recent years. In order to be ahead of the competition, the company must take the advantage of the most modern technologies which can be seen as an additional opportunity to be seen. Today almost every smartphone is equipped with the voice searching tool, like for example iOS Siri, Google Assistant, Microsoft's Cortana and Amazon's Alexa. Such searches are getting more popular – according to statement of CEO of Google Sundar Pichai (2016), 20 per cent of queries on Google mobile app and on Android devices are voice searches (Slegg, 2019). However, industry commentators say voice searches will outperform typed searches - by 2020, 50 percent of all searches will be voice searches. As far as voice searches are usually more detailed than typed ones, advances in the application of artificial intelligence (AI) will help ensure that search responses meet the expectations of their users (Charlesworth 2018, p. 78).

- **On-site optimization**

This part of SEO is concerned with the website itself. In this regard the following two parts of the webpage can be optimized: (1) content that is presented to the visitor and (2) source code which is visible to search engines.

The webpage content is the website's text that a person will read. Optimizing it means the use of related keywords should be an inherent, organic aspect of the site's textual content, so that the SE can evaluate it correctly and present to the searcher. Writing content of the website is not an easy task, but the best content creators are as well masters of SEO and thus are including important keywords in the text.

The reason why including keywords in a web page's source code is important is that it helps the search engine spider⁴ identify the page's subject. The places in the code that can be optimized include meta tags, alt attribute for an image, H1 tag, hyperlink text, outgoing links to external sites and other. For the purposes of this work it is not necessary to describe in-depth the process of optimizing web page's source code as it is usually performed by special agencies or professional IT staff.

- **Off-site optimization**

One can split off-site search engine optimization into two key elements: (1) history of the website and (2) the links that go into it from other websites - inbound links. When it comes to the website's history, the SE determines characteristics of the site into which it can place trust and thus show it to the searchers. This aspect cannot be influenced by a marketer. The following aspects are considered by search engines (Charlesworth 2018, p. 86):

- 1) Age of the website – for how long it has been existing. Normally, more trust is given to the older website, because the new ones still need to be evaluated.
- 2) Age of each page is considered as well.
- 3) Frequency of updates – pages that are updated more often might be considered more valid.
- 4) Search engine's own metrics such as clickthrough rate.

With regard to the second element of the off-site optimization, an efficient digital marketing strategy is most probably to naturally result in links going into the organization's site. The importance of inbound links lays in the fact that they are the part of complex SE algorithms described earlier, meaning that the more links are leading to the company's website, the more trustful and useful this website is seen by the search engine. Link development is a long-term initiative and involves making an organization, brand or product to be known in the online

⁴ A search engine spider, also known as a web crawler, is an Internet bot that crawls websites and stores information for the search engine to index. (Source: www.wordstream.com)

circles in which company's customers move. However, prior to starting a link-building campaign, it is necessary to analyse what the B2B company is offering, and how good it is at delivering it. If a company offers a good product at a reasonable price and deliver it with excellent service, then satisfied customers will talk about you online – and that will inevitably lead to links to the company's website (Charlesworth 2018, p. 89).

2.4.3 B2B Online Advertising

The topic of Online Advertising was already described earlier in this work and its relevance is identical both in B2C and B2B environments. However, it is important to note that the main purpose of B2B online advertising in contradistinction to B2C ads is **lead generation**. Being a part of direct action, such advertising should be designed to persuade the reader to contact the advertiser with a view to discussing a potential purchase. Then, an effective follow-up system should be developed to manage these leads properly.

2.4.4 E-mail Marketing

Again, as far as the definition of e-mail marketing was introduced already in Chapter 2.3, it is appropriate to take a closer look on what is relevant in B2B digital sphere and ways in which a it can be incorporated into the marketing strategy.

As seen from the Figure no. 6, e-mail marketing, and particularly **newsletter** is one of the most popular and effective B2B marketing channels. With its roots in traditional newsletter, the e-newsletter has a distinct advantage over its printed version – hyperlink which takes the reader to a web page, image, video or audio. Such links enhance the original message and text content of the online newsletter and thus should not be overseen by digital marketers.

Below are listed several ways in which a newsletter can become a part of the digital marketing strategy of an organization (Charlesworth 2018, p. 255):

- Part of relationship marketing efforts – could be an element its CRM strategy.
- Mean of delivery of product information or promotions.
- Newsletter that will be read by B2B industry influencers – raising company's profile as a thought leader in that industry - comments on events in the industry can be very effective in this case.

- Archiving newsletters' content on the organization's website can be very attractive to both searchers and search engines.

It is important to point out that sending its own company newsletter to customers as well as developing content is not an easy issue for an organization – not only in terms of finding interesting topics, but in terms of writing. Newsletter articles must be well-sourced, proof read and translated properly if needed, all of which takes time and expertise.

2.4.5 Social Media Marketing

Business-to-business marketers are usually challenged by communicating the benefits of industrial or technological products and complex systems to a range of prospective customers. Moreover, SMM may at first glance appear as the sole prerogative of a business-to-consumer marketer. Certainly, social media marketing in a B2B environment does differ from the one of B2C, though can be a particularly efficient tool for a B2B company.

According to Elliot Schimel and their mutual recent research in collaboration with Researchscape, most senior executives use social media for business purposes when assessing B2B vendors. According to the above-mentioned research, 83% of executives that choose a vendor on behalf of their company use social media in their decision-making, and 92% of executives point out that social media have influenced a purchasing decision during the last year (Schimel 2018). Study by Content Marketing Institute shows that 83% of business-to-business marketers say that social media is the most highly used tactic by their companies (Content Marketing Institute 2017). Social Media Marketing not only helps to raise awareness about the brand, but also directly influences B2B sales with only industry analysts and web search being evaluated higher by decision making executives when looking for a specific vendor (Schimel 2018).

Elliot Schimel emphasises the importance of the following three social media channels when building a strong B2B social media presence: **Facebook, LinkedIn and Twitter**. LinkedIn is particularly important in relation to the B2B environment. According to the “B2B Content Marketing 2018: Benchmarks, Budgets, and Trends report” by Content Marketing Institute, it is the most widely used platform for B2B marketers, as well as the most effective (CMI 2018). That is why it is essential to invest in the development of a quality content strategy for the above-mentioned channels to be effective in impacting B2B sales. The one specific feature of

the B2B social media content is that it should be educative and informative while appealing to the business challenges of potential customers. The most effective kind of posts are infographics, articles, webinars and videos (Schimel 2018).

As has been discussed in the previous Chapters of this work, the decision-making process on B2B markets is much more complex than on B2C markets, and that's why the social media should systematically engage these decision makers with targeted thought leadership.

To sum up the following pillars of digital marketing strategy were discussed with the emphasis on B2B specifics: B2B website, search engine optimization, e-mail marketing, online advertising and social media marketing. It is hard to highlight the most important one, moreover author is convinced that it is a combination of all above components that leads to a successful digital marketing efforts of a B2B company.

3 Construction Equipment Industry

Before introducing the company this work is dedicated to, it appears logical to describe an industry in which the company operates. The following part of this Diploma Thesis will outline the overview of the construction equipment industry in general, as well as market segmentation. Then the emphasis will be put on the European construction equipment industry, its outlook and trends.

3.1 Construction Equipment Industry Overview

Construction equipment is very large and relatively complex industry with a variety of machines and original equipment manufacturers (OEMs). With some exceptions, most machines are produced in low volumes, making construction equipment a **low-volume, high-complexity** industry (McKinsey&Company 2016, p. 9). To specify the above-mentioned characteristics, first we can point out that even the industry's top produced machines' volumes are relatively moderate compared to the tens of millions of cars and commercial vehicles sold annually. These high-running machines generally include crawler excavators, heavy wheel loaders, and compact excavators that jointly represent well more than 50% of the volume and revenues of the industry (McKinsey&Company 2016, p. 18). Secondly, when it comes to the complexity of the industry besides being engaged in construction activity, the machinery classified as construction equipment represents a mixed group with significant differences in size and design. There are very few common features that are shared by the machines terms of functionality, design and technology between the construction equipment segments.

Construction equipment, also known as heavy equipment are specially designed machinery for performing construction operations. Such equipment is used to perform a variety of complex tasks, e.g. mining and excavation, lifting and material handling, transportation, earthmoving. Global market of construction equipment covers many industries including manufacturing, oil & gas, forestry, military and public works.

3.2 Construction Equipment Value Chain and Market Segmentation

In order to deliver a valuable product, in our case machines, to the market, a firm involved in construction equipment business performs a number of specific activities, generally known in marketing as value chain. The **construction equipment value chain** has five primary steps, while OEMs are active in one or several. These steps include the following: **Parts fabrication, Assembly and engineering, Distribution and service, Machine rental** and **Usage** (McKinsey&Company 2016, p. 19). For the purposes of the current work more attention should be paid to the last three steps (McKinsey&Company 2016, p. 20):

Distribution & Service. For the majority of high-volume equipment types (e.g., heavy and compact earthmoving equipment), the dealer networks are used to sell the product to the customers. For large fleet sales and more customized machines (e.g., crushers, batching plants), usually the OEM gets in direct contact with the end customer. Attachments may also be sold via dealer networks. Often OEMs cooperate with several dealer groups, which are focused on certain geographical regions. There is a great difference in ownership types and geographical structures when talking about OEM – Dealer relations. Some dealer groups are owned by OEMs, while others are completely independent. Some dealer groups are focused just on one region within a country territory, when other groups cover a number of countries. Dealers may have either exclusivity agreements with OEMs, or they are competing. Some dealer groups are large companies with hundreds of outlets, and others operate as local “mom and pop” businesses⁵. Besides the sale of new equipment, dealers often have a significant business in repair and maintenance of machines (including supplying parts from the OEM or independent suppliers) and resell of used machines.

Machine rental. A significant share of certain machine types – in particular compact earthmoving, lifting, and parts of heavy earthmoving equipment – are in the ownership of rental companies. Rental market is very developed in North America and Europe, particularly in Western Europe. It is steadily growing because customers (usually construction companies) want to benefit from higher machine utilization, save costs and focus on their core business.

⁵ A small, independent, usually family-owned, controlled, and operated business that has a minimum amount of employees, has only a small amount of business volume, and is typically not franchised, therefore open for business only in a single location. Source: BusinessDictionary.com. (2019). What is mom and pop store? definition and meaning. [online] Available at: <http://www.businessdictionary.com/definition/mom-and-pop-store.html> [Accessed 10 Mar. 2019].

There is a number of larger regional machine rental companies and a lot of local ones. Some dealers and OEMs operate their own rental business.

Usage. As far as construction equipment is used for numerous different applications, end users as well represent a very large range including construction contractors (general contractors and sub-contractors), recycling companies, quarry operators and more. Most of end users are rather small companies owning, leasing or renting construction equipment. Seldom, OEMs also operate the machines.

Aftermarket – parts, services (maintenance and repair), and other solutions – is often regarded as part of distribution and service but can be considered a fourth step, because of it being an important profit generator for OEMs. OEMs in general sell machine parts making up to 15% of company revenues.

Below picture shows basic construction equipment market segmentation, which can vary slightly from one company to another:

Figure 5: World Construction Equipment Market Segmentation

Construction Equipment Market				
TYPE	Solution	Application	Industry	Geography
<ul style="list-style-type: none"> -Loader -Crane -Forklift -Excavator -Dozer -Others 	<ul style="list-style-type: none"> -Product -Service 	<ul style="list-style-type: none"> -Excavation & Mining -Lifting & Material Handling -Earthmoving -Transportation -Others 	<ul style="list-style-type: none"> -Oil & Gas -Public Works & Rail Road -Forestry & Agriculture -Manufacturing -Military -Mining 	<ul style="list-style-type: none"> -North America -Europe -Asia-Pacific -LAMEA

Source: (Allied Market Research, 2019)

Among the above-presented segmentation, earth moving machinery has been the prevailing product segment over the recent years and according to the recent research it was valued at USD 50.83 billion in the year 2017 (grandviewresearch.com 2018). Demand for big earth moving equipment is rising because of the increasing mining sector requirements. This type of machines is considered to be heavy and resistant and thus offers better productivity.

When considering the most popular types of machines, excavators dominated the market in the year 2017 with over 70% market share (grandviewresearch.com 2018). Moreover, developing

countries usually have a huge demand for mini excavators and other similar equipment, owing to a rising number of mining and construction projects and its relatively lower cost.

The leading region in terms of construction equipment market in the year 2017 was North America and it is expected to further hold its position, despite being one of the most developed world regions. North American high demand for large equipment such as motor graders and loaders contribute to this trend. It is among the most prominent markets for dump trucks as well. The distinctive feature of North American region is that it is considered to be growing horizontally, which means that new constructions are built on new lands, unlike Japan and Europe for example, where construction is more vertically oriented, mainly in forms of buildings and skyscrapers.

3.3 Construction Equipment Market Drivers

The global construction equipment market size was estimated at USD 76.87 billion in 2017 and is expected to expand at 4.8% from 2018 to 2025 (grandviewresearch.com 2018). There are several major **factors that influence the development of construction equipment market** and having studied them, one can predict the future market development. Among these factors there are:

1. Industrial, residential and commercial development

When these factors face some upward dynamics, consequently more building and infrastructure projects arise, and construction equipment industry grows as well.

2. Global economic growth

Existing economic conditions in countries influence construction equipment industry productivity significantly. Positive economic outlook boosts investment activity and therefore the industry we are analysing.

3. Public-private partnership

Public-private partnership is a concept of partnership between government and private sector companies. This partnership is encouraging substantial private sector investments in infrastructural development, thus boosting the growth of the construction equipment market (alliedmarketresearch.com 2016).

4. Others: carbon emission regulations, oil prices etc.

In general, we can say that construction equipment industry is large and vital to the world economy, providing jobs to a great number of people, boosting construction and infrastructure development and therefore contributing to raising of living standards of people all over the world.

3.3 European Construction Equipment Industry

Europe is a home to a large construction equipment industry with multiple active OEMs, ranging from large multi-national players to local OEMs. In addition, a wide network of dealers, rental companies and suppliers support the industry. Majority of operating companies have their origins in Europe, but a lot of OEMs are from Asian countries or North America and have their production and sales operations in Europe.

3.3.1 European Construction Equipment Industry Value

Today there is no official data on the quantity of active OEMs in Europe. Based on a unique scanning and assessment of machinery companies in each of the countries, McKinsey has identified that there are roughly 340 to 370 machinery OEM groups operating in Europe today (McKinsey&Company 2016). Historically, there were even more OEM groups in Europe, however in the last 20 years many organizations have merged or stepped out of business. Industry specialists point out that many of them relied on local or national demands and were thus influenced by rapidly globalizing markets standards.

Altogether, these OEMs have an estimated revenue of 35 to 40 billion EUR and employ around 150 thousand people, according to McKinsey's assessment. Above workers employed directly by the companies, the construction equipment industry creates further workplaces for dealerships, workshops and suppliers. Total European construction equipment employment is estimated to be about 250,000 to 300,000 people (McKinsey&Company 2016).

Large part of machine production and revenues is concentrated in hands of a relatively small group of larger OEMs with around 25% of OEMs being small companies not turning over more

than EUR 10 million. Nevertheless, for the construction equipment industry dynamics it is important to know that smaller OEMs often successfully compete with their larger competitors.

In general, Europe is a net exporter of construction equipment. In the year 2013, the value of construction equipment exported by European OEMs was from 12 billion to 14 billion euros according to the report of McKinsey. Major European exporters in 2013 were Germany with 21% of exports and the UK with 12%.

3.3.2 European Construction Equipment Industry Outlook

European construction equipment companies are overall rather optimistic about their own revenues and margin development in the near future, according to the above-mentioned report by McKinsey. Two out of three OEMs maintain a positive or very positive overall outlook for their business development, which is reflected in the expected company financials. Three out of four forecast growth of profits at a mean rate of around 5 to 6% per annum in the next five years. Industry experts, however, have generally a bit more conservative view, particularly for the nearest years, mentioning slowdowns in emerging markets, as well as slow recovery of market demand within Europe. During the next several years, the experts however have an optimistic outlook for infrastructure markets rebound especially in emerging markets, resulting in general positive direction until the year 2020 at an average rate around 5 to 6% per annum.

3.3.3 European Construction Equipment Industry Trends

In the years to come a lot of changes are going to happen in the industry. Construction equipment OEMs outline a number of trends as relevant for future development. Most of them represent opportunities for OEMs, however it is very important for a company to be prepared to react. According to the recent report of McKinsey, there are two primary trends that OEMs expect will be most important for their business:

- shift in demand to markets outside of Europe
- increasing importance of aftermarket

Other trends listed are: Higher demand for customized/specialized machines for specific applications; Increasing environmental aspirations and requirements; Revolutionary new

technologies and ways of using the machine. These along with the above-mentioned two primary trends are ranked top 5 by the majority of OEMs.

Already nowadays, European OEMs are rather international in nature, and companies expect this trend to continue and even increase in importance as they may be faced with continued low demand in their home markets. Even if near-term volume levels are low, there are fundamental infrastructure needs that will drive construction equipment demand, especially in emerging markets.

As discussed briefly already aftermarket⁶ is especially attractive business for many OEMs in growing at a slower pace home markets in Europe. The existing machine base can be used to generate sales from repair, maintenance and parts supply being a must-have, along with financing and leasing solutions. The average revenue share from aftermarket is 16%, and nearly all OEMs highlight the increase of aftermarket importance as a major trend. Activities in this regard significantly differ depending on the company size. Large OEMs are usually a lot more involved in aftermarket with about 1/4 of sales coming from this part of the value chain. This is allowed mainly by strong service organizations, dealer network and increasing use of remote monitoring and data analytics. Yet, small companies are often very locally oriented and closer to end customers and that's way are in a good position to provide quality aftersales services.

The third most important trend is higher demand for customized/specialized machines for specific applications, rated as a top five trend by almost half of the OEMs. Whilst standardization is a common industry practise, end customers are under continuous pressure to raise productivity, which requires machines that would be accurately tailored for their needs.

Increasing environmental aspirations and requirements represents the fourth most important trend. It is driven mostly by regulations, which are the very one of the most important factors for company's R&D efforts for the European markets. OEMs and industry experts expect implementation of new regulations and adherence to existing norms to persist being of high importance to the industry development. It is indicated that the most important environmental technologies for the future are all directly related to emissions reduction, fuel consumption

⁶ Secondary market that supplies accessories, spare parts, second-hand equipment, and other goods and services used in repair and maintenance. Source: BusinessDictionary.com. (2019). What is aftermarket? definition and meaning. [online] Available at: <http://www.businessdictionary.com/definition/aftermarket.html> [Accessed 6 Mar. 2019].

operational safety and noise reduction. Implementing environmental technologies and compliance to ecological regulations can be seen as an opportunity to differentiate the company from its competitors and improve its image.

Finally, revolutionary new technologies and ways of using the machine is ranked fifth. There is a number of large technological changes ongoing in the industry now and will be in coming years, which will likely dramatically change how construction equipment is used and, consequently, the products proposed by OEMs. Some of the more distinguished changes are hybrid and electrical powertrains, digitization, leveraging big data and driverless machines.

4 Company Profile

In order to plan a good marketing communication strategy first of all we need to get acquainted with the company by studying its history, core values and businesses, structure and portfolio. Let's get down to it.

Doosan Infracore has over 80 years of history and in the year 2005 it has become a member of the Doosan Group (Doosaninfracore.com, 2019). Before diving deeper into the company itself, it would be useful to start with the Doosan Group brief introduction as it will help to see the whole picture of the structure clearly.

4.1 Doosan Group

Doosan is the fastest growing company in Korea as well as the oldest one. The enterprise emerged already in the year 1896 and soon became one of the major consumer goods companies in the country, specializing in beer and beverages (Doosan.com, 2019). However, in the beginning of the new millennium, the company leaders decided to take a massive transformation in order to stay competitive and become truly global. That's why the company developed new growth engines and completely reconstructed its business portfolio. Through a range of successful mergers and acquisitions, Doosan has entirely transformed itself from a consumer goods company into an infrastructure support business (ISB) provider, specializing in industrial infrastructure such as construction equipment, energy, and production facilities.

Nowadays Doosan is operating in various fields ranging from the entire ISB that includes industrial facilities, machinery, equipment, and construction, to the consumer goods business. Doosan's affiliates include (Doosan Infracore Integrated Report 2018, p. 3):

- Doosan Corporation
- Infrastructure Support Business
- Consumer & Service Business
- Auxiliary Organizations

More information on the subsidiaries of Doosan Group is available at <http://www.doosan.com/en/intro/affiliate>.

Using its diverse business portfolio Doosan today continues to pursue innovation and change by focusing on the ISB which is required to establish and operate social infrastructure, and therefore improves the value of people's lives. After presenting the Doosan Group let's focus on the Doosan Infracore brand.

4.2 Doosan Infracore Europe

Doosan Infracore is one of the world-leading companies in **Infrastructure Support Business** (ISB). It was created in the year 1937 as Chosun Machine Works, the first large-scale machine manufacturing factory in Korea (Doosan Infracore Integrated Report 2018, p. 4). After more than 80 years of operation it has become nation's major machine manufacturing company. Among its product line there are: engines, construction equipment, attachments to construction equipment and utility equipment. Among the Doosan Infracore brands there are:

1. Doosan – construction equipment and engine manufacturer;
2. Bobcat - largest manufacturer of compact equipment in North Dakota, U.S.A.;
3. Doosan Portable Power - manufacturer of portable air compressors, light towers, light compaction products, and mobile generators;
4. Geith - manufacturer of heavy attachments for excavators.

Engine Business Area of the company was established in 1958 and produced the first Korean diesel engine for ships. Today it supplies gas and diesel engines for ships and power generators, buses and trucks, as well as other industrial engines around the world. Its product line meets

increasingly strict environmental regulations, and that's why the Doosan Infracore Engine Business Area is developing fast into the world's top engine manufacturer.

The Construction Equipment Business Area has supplied high-quality medium and large heavy equipment to industrial sites since 1977, contributing to the development of the global infrastructure industry (Doosan Infracore Integrated Report 2018, p. 4). This Business Area owns leading global brands such as Doosan, Bobcat and Geith, with product line ranging from compact to medium and large construction equipment. Its production centres are situated in Korea, North America, Europe and China that manufacture construction equipment and attachments, portable power equipment, portable air compressors and lighting systems.

Another essential factor that needs to be taken into consideration when understanding a company is its business model – a term which describes how an organization creates customer value and transforms it into income. Speaking about a business model that is used by Doosan Infracore, it is a series of processes that involve making various capital inputs into the corporate value chain to accomplish strategic objectives and to generate short-, mid-, and long-term values. In operating its business model, Doosan Infracore considers social and environmental issues and seeks to balance sustainable corporate growth and social development (Doosan Infracore Integrated Report 2017, p. 6).

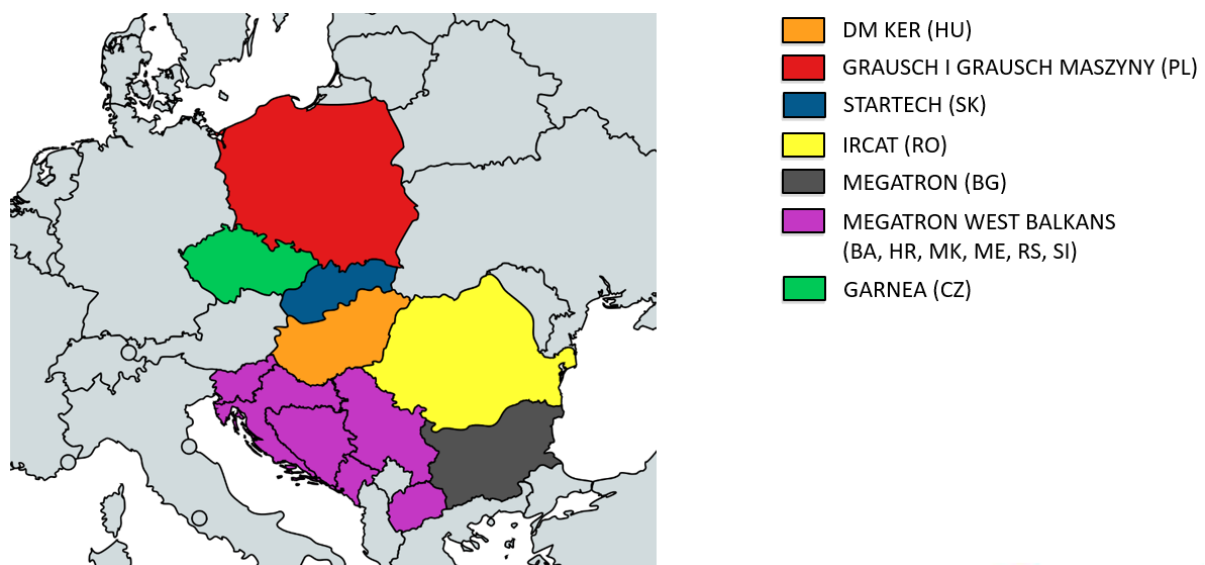
This specific work is dedicated to the analysis of the digital marketing strategy of Doosan Infracore Europe, that is why it is necessary to introduce it briefly. **Doosan Infracore Europe (DIEU)** is a part of the Doosan Group, which is dedicated to selling Doosan branded construction equipment across Europe. Its headquarters is located in Prague, the capital of the Czech Republic, and it is a workplace for around 130 employees from all over the world, a big part of which are working remotely from different European countries to ensure the best services are provided to end customers across the EU. Construction equipment which is offered by the DIEU includes crawler and wheeled excavators, wheel loaders, articulated dump trucks, mini-excavators and attachments for rental, construction, quarrying, mining and general industry. Doosan Infracore Europe's aim is to deliver excellent value for its clients through partnerships with one of the most broad distribution networks in the world, including a large number of superior Doosan dealers serving the European market.

4.2.1 DIEU Dealers

The fact that is clear from the B2B nature of the company Doosan Infracore Europe is that its customers are not end machine users, but dealers that consequently resell company's products. It is their opinion on the current digital marketing strategy that is important to know and will be presented in the further part of the analysis. That is why it is crucial to analyse the structure of the DIEU's dealer network, the way dealers are classified, grouped and managed.

In the year 2019 there are currently 82 official Doosan dealers operating and selling construction machinery in Europe. For the company's own purposes and for easier management and performance tracking, these 82 dealers are sorted and categorized into separate groups – regions where they are operating. Today the following ten regions are covered by the Doosan Dealer Network: *Benelux, Eastern Europe, France* (also includes oversea territories such as Guyane, Reunion, Martinique etc.), *Germany, Austria and Switzerland, Iberia, Italy, Greece and Albania, Nordics and Baltics, United Kingdom*. Regions with the most extensive dealership network are France and Germany which represent accordingly 21 and 15 of the total number of Doosan Infracore Europe dealers. Below there is an example of the Dealer Coverage Map for Eastern Europe region:

Figure 6: DIEU Dealers in Eastern Europe



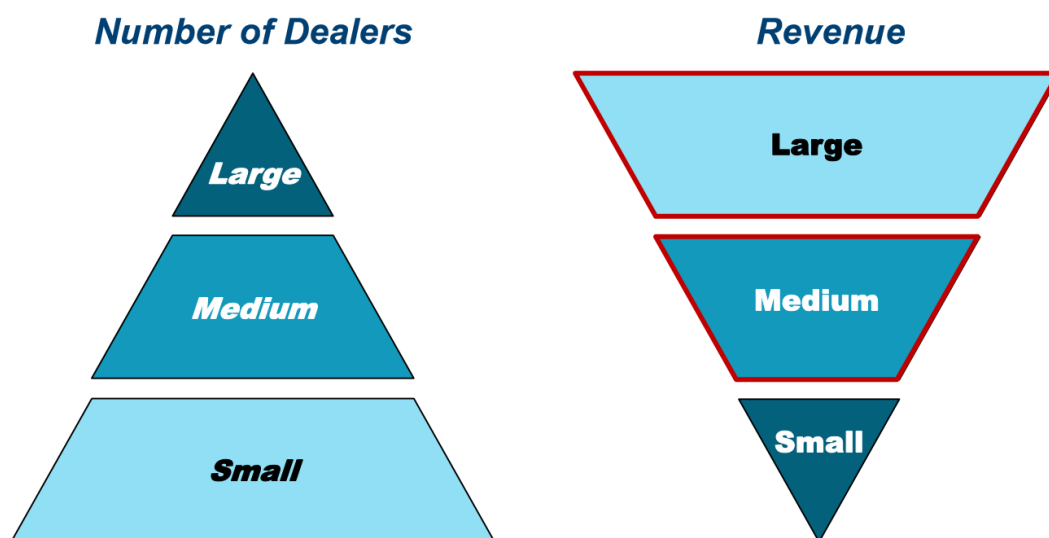
Source: Annex no. 1 - "Doosan Dealer Network 2019", internal documentation of the company.

For more detailed information on which specific dealers are covering each region, please refer to Annex no. 1 to this work – “Doosan Dealer Network 2019”.

Every region is under the supervision of different Regional Managers that are usually the first point of contact for dealer representatives. Each of the above-mentioned regions has different regional specifics which shape the demand for particular machine types as well as all of them show different levels of performance. To specify this level of performance, dealerships of Doosan Infracore Europe are classified into three categories: Large, Medium and Small dealers, or, for the ease of internal usage – “**A**”, “**B**” and “**C**” **dealers** respectively. Today “**A**” dealers count 19 units, “**B**” dealers – 31 and “**C**” dealers – 26. The rest are classified in internal communication as “**Others**”, comprising of Key Accounts Businesses and terminated dealers.

From the table below it is clearly seen that, while being a few, large dealers are generating the major part of the company’s revenues, and numerous small dealerships are providing relatively lower revenues:

Figure 7: Number of Dealers According to Size VS Generated Revenues

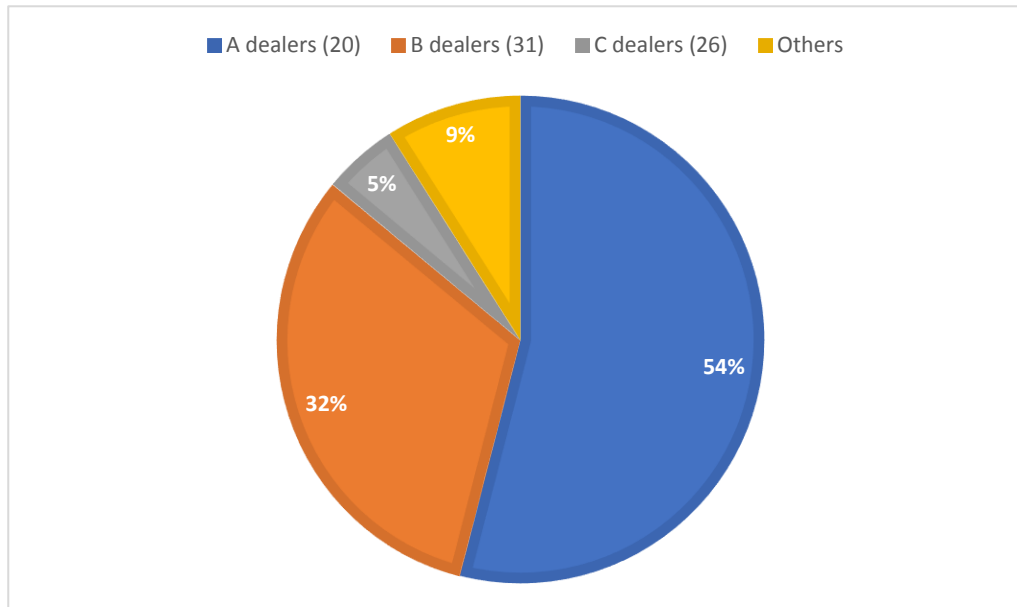


Source: Annex no.2 – “DIEU incentive programme”, internal documentation of the company.

From the DIEU sales report for the year 2017 the following information about the sales performance according to the dealer category was derived: sale portion of 54% was generated by “**A**” dealers, “**B**” dealers are responsible for the 32% of total machine sales, while “**C**”

dealers count for just 5% of total sales. The below graph demonstrates the 2017 sales performance in relation to the dealer level:

Figure 8: 2017 Sales Portion by Dealer Level



Source: Author's interpretation of the internal documentation of the company

To boost dealer performance and to remunerate the most successful once a special Dealer Partnership Programme was developed – DIEU incentive programme. This programme entails annual money bonuses as well as discounts for machine purchasing and is based on the number of different performance indicators, such as number of units sold per product category, available stock, etc.

It is the extensive dealer network of the Doosan Infracore Europe which can be regarded as one of the most valuable assets of the company. To keep company's financial indicators successful and to grow further, DIEU has to put a lot of efforts into the development of good relations with current dealers as well as extending the network with new ones. In order to do that DIEU has to be able to promptly react to the needs of its dealers and closely monitor their performance to indicate problems to be solved or opportunities for growth. The most important point for the purposes of further analysis described in this Chapter is the way the Doosan dealers are classified. Knowledges presented above will serve as the basis for questionnaire target group determination.

5 Current Digital Marketing Strategy of DIEU

In this part of the work current digital marketing activities of the DIEU will be described in detail. First of all, it is important to mention that today there is no any specific digital marketing strategy documented in the company records. Moreover, a small marketing team is serving the entire organization with only one person dedicated to the digital marketing activities. Below there is an overview of the activities according to the individual digital marketing channels, which were mentioned as necessary for the successful B2B digital marketing strategy in the Chapter 2.4 of this work.

5.1 Website

Current website of Doosan Infracore Europe was created in the year 2011 with its interface remaining without changes since then. The only available language of the website is English. Rather old-fashioned main page of the website contains the following menu sections: “Our Belief”, “Our Brand”, “Corporate Profile”, “Products”, “Investor Relations”, “Become a Dealer”, “Careers” and “Contacts”. The website provides a lot of information about the corporate structure of the company, Doosan Group, company history, core values etc. However, it doesn’t contain any lead generation aspects that are usually designed to make a website visitor to contact or to be contacted by the company representative. The biggest disadvantage of the current version of the website is that its “Product” section doesn’t contain detailed overview of the DIEU products. The only information that a potential customer or dealer can find on the webpage are general product groups offered by the DIEU: Heavy Excavators, Mini Excavators, Wheel Loaders, etc. For getting more details on specific machine model or the whole product range, a person who is interested in the Doosan construction equipment, must contact a particular dealer or to use the company contact in the relevant section. In this regard it is important to point out that the actual website does not include the valid list of company dealers and their contact information, which makes the visitor to search for them manually using his or her search engine. Finally, current website doesn’t provide any links to valid social media channels.

5.2 SEO

Search engine optimization activities are currently absent due to the old website.

5.3 Online Advertising

Online campaigns as well as PPC advertising are not currently used due to the old website.

5.4 E-mail Marketing

E-mail marketing activities of the DIEU are present in the form of a newsletter sent to all of the dealer internals as well as DIEU internals on a monthly basis. The newsletter represents a targeted, tailor-made and tracked e-mail marketing activity of the DIEU under the name “eNews”. These regular e-mails are always sent in the five major language versions – English, German, French, Italian and Dutch – which is made to target major European Doosan dealer regions. Monthly eNews comprise of relatively short and informative articles, which cover such topics as New Product Announcements, Product Previews, Upcoming Events, CSR Activities, Event Reports and other information relevant for dealers’ attention. The number of articles included in each newsletter usually varies from 5 to 8. Each single eNews article is completed with related media content such as photos or links to other websites (usually dealer websites), which makes the newsletter more engaging and user-friendly. When the reader clicks on a particular article, he or she is then redirected to an individual landing page created specially for this article, which is not efficient from the marketing perspective and doesn’t integrate all possible digital marketing channels into one user experience for the customer. The platform used for the purpose of coding and mass sending of such a large number of e-mails (approx. 5000 e-mail addresses are stored in the company database) is Mailchimp. Mailchimp is an American company founded in the year 2001 and serves as a paid marketing automation platform and e-mail marketing service. Above all this platform allows the company to track the performance of digital newsletter using the following KPIs: Open Rate and Click Rate. This analytic tool can help to identify the most successful article content and to provide more of such content in future. According to the report provided by Mailchimp an average open rate for the construction equipment industry is 17% and an average click rate is 1.4%. With respective 25.3% and 6.2% for DIEU newsletter, it can be assumed that current e-mail marketing activity is effective enough, still having a space for further improvement.

5.5 Social Media Marketing

Doosan Infracore Europe is currently present on the following social media platforms: YouTube, Facebook and Twitter. DIEU has joined Facebook in March 2015 and has gathered a fan base of around 80 thousand people. DIEU’s page has the highest number of interactions per fans and the highest number of average interactions per post among other construction equipment companies (according to SocialBakers analytics tool that will be further introduced).

Usual Facebook post shows users the content from recent fairs and events (photos and videos), features dealer-generated content and provides page visitors with product news and company announcements. DIEU's Twitter page exists from February 2011 and since that time it has 4700+ followers, 600+ total mentions, 1500+ interactions, 300+ retweets and 1100+ likes (according to SocialBakers analytics). The tweets are usually correlated with company's Facebook content, which is redesigned to meet the necessary Twitter format. This gives DIEU's customers a unified feeling about the brand. Finally, company currently manages its own YouTube channel which has around 7000 subscribers, 2.2 million minutes of watch time and 1.3 million total views. Video content generally includes product presentations, video material from fairs, events and demo days. No lead generation activities are held on all of the social media channels currently managed by DIEU.

For the purpose of social media tracking DIEU is currently using a paid analytics tool developed by the SocialBakers company. It allows a marketer not just to track the company performance, but also to analyse the performance of other construction equipment organizations.

Current digital marketing activities of the Doosan Infracore Europe described above will further become a subject to the relevant survey research where the target dealer group will present their feedback on effectivity of these activities. However, based on the information provided in the theoretical part of this work, it can be concluded that present digital marketing strategy lacks the most important element to be successful in B2B environment – lead generation system. It also does not use all available means of making company's digital activities efficient to the full potential, ignoring such important ones as search engine optimization and online advertising.

6 Survey Research

In the current part of this Diploma Thesis there will be presented the outcomes of the research conducted to evaluate current digital marketing strategy of Doosan Infracore Europe. The research methodology that was used herein is Survey Research aiming to gather feedback on the digital activities of the company from the target group of DIEU dealers described further

in the text. The nature of this method is described by S. L. Jackson as “questioning individuals on a topic or topics and then describing their responses” (Jackson 2011, p. 17). This specific way of primary data collection clearly reflects attitude of people and establishes the level of customer satisfaction with given products, concepts, activities or services. The survey methodology was chosen above all because of its relevant ease and cost efficiency. In the particular survey conducted for the objectives of this work the target group of respondents was reached through the means of **e-mail** and was requested to fill in a short **questionnaire**. Questionnaire was split into 3 parts according to each digital marketing channel used by DIEU. It consisted of mainly dichotomous questions (YES/NO) and just a few open questions to increase the probability of receiving a response. The questions were designed by the author with an intention to clarify and evaluate the attitude of the selected dealers towards the existing digital marketing strategy of the DIEU. Dealer representatives were asked to give their answers to the following:

Part A

- 1) Do you know about DIEU website?
- 2) Have you ever visited DIEU website?
- 3) Do you like the design of the current website?
- 4) Do you find the navigation of the website user-friendly?
- 5) Do you use your mobile device to visit the website?
- 6) Do you find the content of the website useful for you as a Doosan dealer?
- 7) Would you like to have more product information on the website?
- 8) Would you prefer DIEU website to be available in other language then English?

Part B

- 9) Do you receive DIEU monthly newsletter?
- 10) Do you read eNews articles?
- 11) How many articles do you usually read on average?
- 12) Do you find the content of the eNews useful for you as a Doosan dealer?
- 13) Do you find the content of the eNews interesting?
- 14) Would prefer reading more product related articles?
- 15) Would you prefer reading more dealer-related content?
- 16) Please suggest your ideas for content improvement

Part C

- 17) Do you know about DIEU social media accounts?
- 18) Do you follow any of the DIEU social media accounts?
- 19) How many DIEU social media accounts do you follow?
- 20) Do you find the content useful for you as a Doosan dealer?
- 21) Do you find the content interesting?
- 22) Would prefer seeing more product-related / educational posts?
- 23) Would you prefer seeing more video content?
- 24) Please suggest your ideas for content improvement

6.1 Respondent Group

As described earlier in this work, the DIEU customers comprise of the extensive dealer network. It is true to say that digital marketing strategy of any construction equipment company influences not only dealers, but the purchasing behaviour of end users as well. However, the author believes that based on the theoretical framework presented in first chapters of the Thesis about the nature of the complex B2B purchase decision making process, it is essential to focus company's digital marketing activities on targeting dealers precisely. Moreover, some of the channels of the digital marketing strategy, like for example e-mail newsletter, are directly developed for the dealers' attention. That is why their feedback on the current digital activities of DIEU is seen as the most relevant.

To narrow the respondent group from the initial 82 dealerships it was decided to choose "A" dealers as a representative sample. This decision can be justified by the information provided in Chapter 4.2.1 about the fact that while being a few, "A" dealers are generating the major part of the company's sales. The following 20 dealers are classified as "A" dealers at the moment of writing this work:

Figure 9: List of DIEU’s “A” dealers (company names)

INTERPARTS N.V.
STAAD B.V.
Grausch I Grausch Maszyny Budowlane Sp z o.o.
SOCIETE NOUVELLE FCE TP S.A.S.
TIPMAT
Bobcat Bensheim GmbH
Süddeutsche Baumaschinen Handels GmbH
DMO S.P.A.
CENTROCAR - Centro de Equipamentos Mecanicos, S.A.
CENTROCAR SPAIN, CENTRO DE EQUIPAMIENTOS MECANICOS, S.L.
DAETEK OY
DOOSIA AB
Rosendal Maskin As
Balgownie Ltd.
James Gordon Ltd
Kellands Plant Sales Ltd.
Lloyd Limited t/a Construction Plant Suppliers
Mason Brothers
Murley Agricultural Supplies Ltd. (trading as Murley Constuction Equipment)
Norwest Plant Limited

Source: internal documentation of the company

However, if considered from the perspective of regional coverage available in the Annex no. 1 to this work, these “A” dealers do not represent the whole customer base, but cover the following regions: *Benelux, Eastern Europe, France, Germany, Iberia, Italy, Nordics and Baltics, United Kingdom*. Therefore, it was decided to add to the respondent group the representative from the missing region – *Greece & Albania* - Ergon Tzanidakis dealership, which is graded as “C” dealer.

Thus, the questionnaire was sent to 21 dealers in total to their valid e-mail addresses gathered from the company’s internal database. These dealers are in the vast majority “A” dealers with only one “C” dealer, representing all together every region which Doosan Infracore Europe is currently covering.

6.2 Questionnaire Evaluation

Almost all the respondents shared their responses with only one questionnaire missing. In total 20 questionnaires have been subject to further evaluation. After all the questionnaires filled in by the Respondent Group described above were gathered, the following table was created:

Figure 10: Questionnaire Results

Question	YES %	NO%	Average Value
Have you ever visited DIEU website?	95.30%	4.70%	
Do you like the design of the current website?	19%	81%	
Do you find the navigation of the website user-friendly?	47.60%	52.40%	
Do you use your mobile device to visit the website?	57.10%	42.90%	
Do you find the content of the website useful for you as a Doosan dealer?	25.90%	74.10%	
Would you like to have more product information on the website?	100%	0%	
Would you prefer DIEU website to be available in other language then English?	76%	24%	
Do you receive DIEU monthly newsletter?	100%	0%	
Do you read eNews articles?	71%	29%	
How many articles do you usually read on average (7 total) ?			5
Do you find the content of the eNews useful for you as a Doosan dealer?	100%	0%	
Do you find the content of the eNews interesting?	80.90%	19.10%	
Would prefer reading more product related articles?	38%	62%	
Would you prefer reading more dealer-related content?	61.90%	38.10%	
Do you know about DIEU social media accounts?	95.30%	4.70%	
Do you follow any of the DIEU social media accounts?	76%	24%	
How many DIEU social media accounts do you follow?			1.8
Do you find the content useful for you as a Doosan dealer?	80.90%	19.10%	
Do you find the content interesting?	80.90%	19.10%	
Would prefer seeing more product-related / educational posts?	71%	29%	
Would you prefer seeing more video content?	76%	24%	

Source: created by author

Present table effectively summarizes all the responses and can be used to reflect the attitude of the Doosan Infracore Europe's dealers towards its digital marketing activities in three areas as described further.

The first group of questions from the Part A of the questionnaire aims to find out the dealers' attitude towards company website. In this regard it can be concluded this specific digital

marketing tool can be considered as the weakest point of the whole strategy. The biggest topics of concern according to survey are design of the website as well as its utility: only 19 % of respondents like website's design and, most importantly, 74 % of DIEU's dealers do not find the content of the website useful for them. Absolutely all of the respondents wish to have more detailed product information for their reference. Approximately half of the dealers find current web-navigation user-friendly and 57 % have used their smartphone at least once for browsing the website. And finally, the majority of the respondents would prefer the website to have other language versions. Only 4 open answers were received for the request to suggest any improvements. The biggest disadvantage according to them is absence of overview of the whole product line offered by the company.

The second group of questions corresponds to the Part B of the questionnaire – eNews related questions. This activity can be considered as the most appreciated one by the dealers with 100% of respondents saying they find article contents useful and around 80 % find the contents interesting. The average number of opened articles is also very high – 5 out of 7 in total. Demand for product-related articles can not be precisely evaluated, while the majority of the dealers would be interested in reading more dealer-related articles.

The last questions group relates to evaluating the attitude of the dealers towards company's social media activities. The overall perception of the social media managed by the company can be evaluated as positive with 76% of respondents following at least one social media platform (YouTube, Facebook or Twitter). Moreover, about 80 % of respondents find content which is posted on SM both useful for them as a dealer and interesting. As for the preferred type of content, the answers proved the information used in the theoretical part of this work, with the majority of respondents preferring to consume more video content as well as more content of an educational character.

7 Revised Digital Marketing Strategy of DIEU

The following digital marketing strategy proposition comprises of the number of advises for improvement of all digital communication channels of the DIEU as well as introducing new ones. These advises are based on the knowledges presented in the theoretical part of this work, including current trends in B2B digital marketing. Following advises also reflect the results of

the survey performed among DIEU's most valuable customers – dealers – and address all of the weak points mentioned by respondents.

Before moving on to the particular digital marketing channels and specific activities to be done, it is important to start with the basic requirement of introducing officially documented digital marketing strategy. Documenting the strategy makes marketing team of the company more efficient, eventually making all activities more successful. It also forces the team to exercise mental due diligence, think through campaign's purpose, and plot a material plan that anyone can stick to. A written plan functions as a roadmap in a way that a verbally discussed plan cannot. Digital marketing team and other company members can come back to it in times of doubt, content creation process or measurement activities.

Website

Based on the conducted survey results and theoretical findings presented in the first part of this work it appears more efficient to invest in the development of a completely new website rather than redesigning the existing one. First of all, to meet customer expectations and to address the feedback from the DIEU dealers, the new website has to have a modern and user-friendly interface. This can be achieved through cooperation with leading IT developers and web-design agencies which have relevant experience in recent trends on how to provide the most engaging user experience. By launching an entirely new, redesigned and more appealing website the company will address the stage 4 of the typical B2B buying process – “Evaluate products and suppliers”. Potential customer decides whether to contact a company based on his or her perception of its website. Moreover, based on the survey evaluation results it is strongly recommended to introduce further language versions of the new website. The languages suggested for consideration are the following major European languages: English, German, French and Spanish.

Furthermore, a number of new functions, features and content should be introduced in order the new website complies with successful B2B website standards described in Chapter 2.4.1 of this work and with relation to the typical B2B buying process introduced in Chapter 1.1. The following suggestions are sorted from first to last according to author's subjective perception of importance, not according to the B2B buying process stages, however they can be introduced in any order.

Second important update that should be done in order to enhance customer's interest and thus to boost sales is adding the detailed overview of Doosan construction equipment offer model per model. From the survey results in the previous chapter it is obvious that there is a clear demand for a more informative product portfolio webpages. Moreover, this update is particularly substantial to be introduced because it targets two stages of the typical B2B buying process at once – “Develop specifications for the required product/service” and “Search for products or supplier”. At this stages of a complex B2B decision making process a customer has to consider all the advantages and disadvantages of the offered machines and compare them with those offered by competition. Thus, it is advised that every product category presented on the website contains information on all of the machine models that are available for order from this category. Each single model should include information on technical specifications and performance indicators as well as relevant photo or/and video material. An information about the available after-sales services is advised to be included as well to address the final stage of the B2B buying process.

As have been mentioned in the theoretical part of this work, in any B2B decision making group, the person that accesses the website might need to forward relevant information to other members of decision-making process, that usually takes place offline. Furthermore, this statement was proved by the conducted survey among DIEU dealers. In connection to this it strongly recommended to provide a downloadable PDF version of the Doosan “Full liner” brochure, which briefly introduces each product of the Doosan Product Family.

Further proposed innovation to be introduced in the new website addresses the third step of the typical B2B buying process – “Search for products or supplier”. It is suggested to develop a “Dealer Locator” function for all other potential customers apart dealers, for example construction companies. This function is intended to make the process of finding the nearest DIEU dealer to test or order the equipment using the GPS navigation. “Dealer Locator” is a huge step forward with introducing lead generation activities on the website of the company, mentioned as the most important ones in the digital marketing strategy on the B2B markets.

To address the first stage of the B2B buying process – “Problem recognition” - it is suggested to integrate eNews articles into the new DIEU website. A separate section dedicated to the industry as well as company news, dealer success stories and articles describing machines in application would enhance customer's interest in company's production and push him down the sales funnel. As described earlier, current eNews articles are posted on an individual

landing page. It is proposed, however, to redirect a reader to the new website where these articles would be stored. This process will significantly increase the number of website visitors, and thus the number of potential leads.

As been described earlier in this work, a direct online purchase is a very rare phenomenon in the B2B environment. However, it is suggested to introduce another lead generating element to the new company website – “Request a Quotation” option. It is a quite wide-spread process when a customer is offered to fill his or her contact details in a separate form and is contacted by a company representative shortly after that. Suggested lead management system will be introduced further in this Chapter.

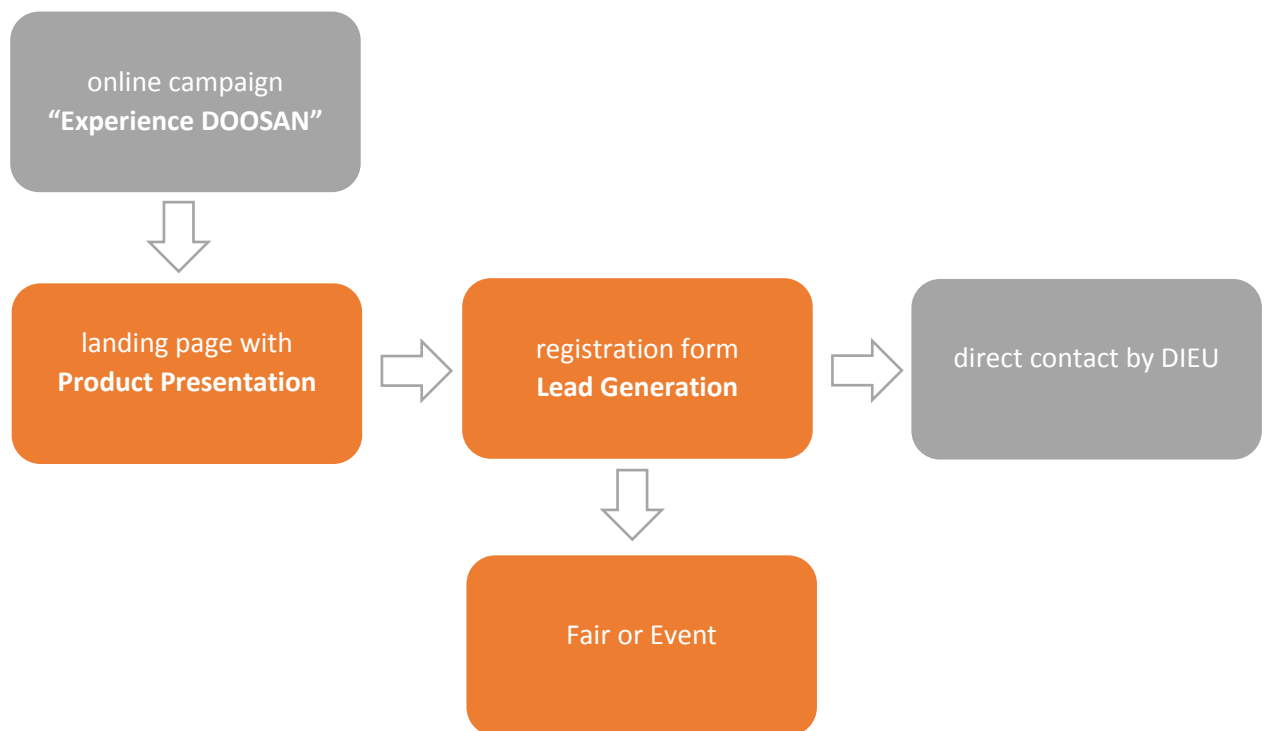
SEO

As mentioned in the presentation of the current digital marketing strategy of DIEU, no search engine optimization activities are currently held by the company. Nevertheless, based on the information provided in the theoretical part of this Diploma Thesis, it can be concluded that a good SEO is an integral part of the successful B2B digital marketing strategy. The development of the new website represents a perfect opportunity to incorporate SEO activities in the new digital marketing strategy of the company by incorporating relevant keywords into the source code as well as the content of the website. Taking into consideration the limited number of employees dedicated to company’s digital marketing activities as well as the fact that it was suggested to develop the new website in cooperation with external supplier – IT agency upon management decision – it is assumed that SEO activities will be performed by this specific agency as well. It is important, however, to make sure that keywords are selected properly and both on-site and off-site optimization is done.

Online Advertising

Absence of online campaigns can be evaluated as significant disadvantage of the current digital marketing strategy of Doosan Infracore Europe. In the current case it is suggested to invest in the development of PPC advertisement campaign with an integrated lead generation element. The purpose of the suggested PPC campaign is to get potential customers from online world to the offline. It is considered as the most effective because it is only shown to people searching through construction equipment content and are thus easily convertible to DIEU customers. For the purposes of this work the following possible architecture of the campaign was elaborated:

Figure 11: PPC campaign architecture



Source: created by author

The PPC proposal presented above can be summarized as follows. A person looking for construction equipment on the internet sees the "Experience Doosan" campaign. If interested, after clicking on it, the person is redirected to the especially designed landing page, presenting Doosan products or upcoming event, where he or she is suggested to fill in the contact form. The final step can be participation in the event hosted by DIEU where the potential customer will be contacted by the company representative. In case there are no upcoming events a standard direct contact via phone is conducted by the DIEU salesperson.

E-mail Marketing

Based on the survey results it can be concluded that current DIEU's e-mail marketing activities can be considered as quite effective. As mentioned earlier, it is suggested, however, to archive newsletter's content on the new website of DIEU. Archiving of articles is a very effective strategy for both searchers and search engines. Moreover, as questionnaire results are showing, dealer-related content is of demand among dealers themselves. It is therefore suggested to introduce a series of articles dedicated to each dealership, its history, values and best practices. One "Meet Our Dealer" article is proposed to be included in each month's edition of the newsletter in the form of the interview with the dealer representative. This initiative will

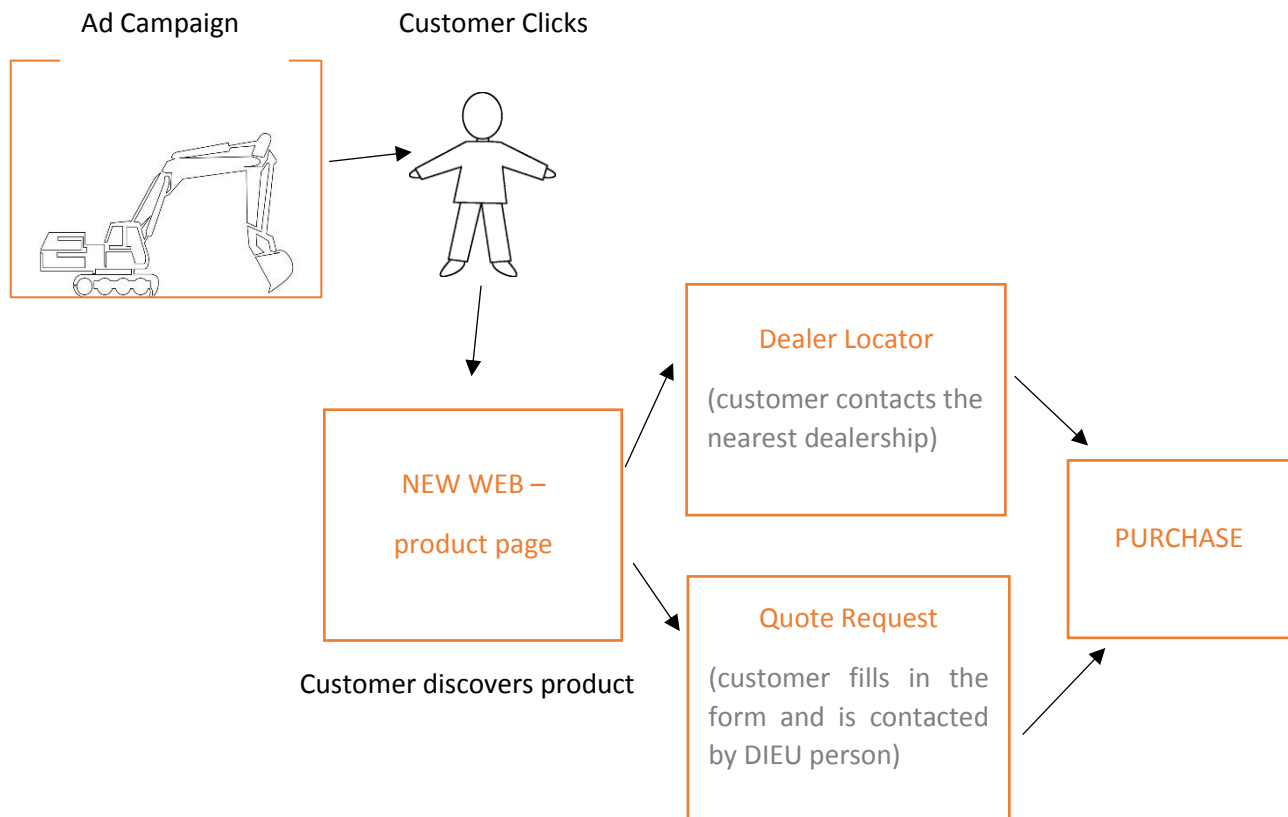
enhance feeling of integrity and belonging to the one “Doosan Family” and commitment to the common success.

Social Media Marketing

As pointed out by Elliot Schimel in Chapter 2.4.5 of this work the following three social media channels are particularly important when building a strong B2B social media presence: Facebook, LinkedIn and Twitter. Moreover, it was rated as the most effective platform for digital marketing on B2B markets by Content Marketing Institute as described earlier. In this regard it is suggested hereby to create a company LinkedIn account to enhance the SMM performance of the DIEU and to drive more traffic to the new website of the company. Above all, this will be achieved through posting lead generation campaigns on all social media channels including LinkedIn. All of the existing social media channels managed by DIEU (YouTube, Twitter, Facebook) were evaluated very positively by the respondent group of dealers, that is why it is suggested to continue with publishing high-quality content across channels. However, from the questionnaire responses it can be observed that there is an interest in additional educational as well as video content. Thus, it is proposed to film a series of short educational videos in form of product presentations, machine operation tutorials as well as trick and tips on how to lift construction equipment performance and post this video content on a regular basis. This will engage the audience, boost interactions and brand awareness and consequently enhance sales. Finally, it is suggested to use the same but accordingly reformatted content for all social media channels used. The style of content and communication should be kept unified, creating a unified brand image in minds of customers.

As earlier introduced for online advertising strategy, figure below shows possible social media lead generation scenario that this work is suggesting incorporating across channels:

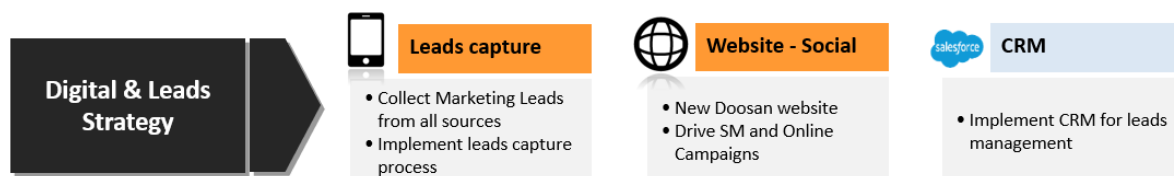
Figure 12: Doosan Product Campaign (FB, LinkedIn, Twitter)



Source: created by author

The following figure represents the summarized structure of lead management this work is suggesting introducing to ensure the most important goal of B2B digital marketing – lead generation – is achieved:

Figure 13: Lead Management structure



Source: created by author

Above structure of lead management apart from other involves the implementation of CRM⁷ system, for example Salesforce. This system should manage company's interaction with current and potential customers.

Revised digital marketing strategy for Doosan Infracore Europe in form of above suggestions reflects both the feedback and aspirations of DIEU's dealer network as well as incorporates theoretical principles of the successful B2B digital marketing strategy described in the first part of current Diploma Thesis. Moreover, lead generation and lead management strategies have been developed, which implement a completely new element to the existing digital marketing strategy. Thus, the key objectives of B2B digital marketing strategy - lead generation and relationship-building – are achieved in case of implementation of these suggestions.

⁷ Customer Relationship Management

Conclusion

Current Diploma Thesis aimed to find out what concepts and approaches can be considered as successful in B2B digital marketing activities. B2B digital marketing best practices explored and presented, while further applied to the examined organization – Doosan Infracore Europe.

The objective of this work was analysing an existing marketing strategy focusing on digital marketing performance, assessing it and making valuable propositions of how to improve DIEU's digital marketing activities in accordance with today's trends in B2B digital marketing and customer's aspirations.

In order to fulfil the objective a relevant survey among DIEU's customers – major dealers of the company - was conducted. The aim of the survey was to gather feedback on the digital activities of the company from the target group of DIEU dealers. Based on the survey evaluation it can be concluded that such specific digital marketing tool as company's website can be considered as the weakest point of the whole strategy. Other digital marketing platforms currently managed by the company can be considered as rather successful based on the respondents' feedback, nevertheless a number of valuable advises on how to improve their performance were presented as well. In this regard, a completely new structure of the company's website was suggested in the last Chapter of the work which includes both the feedback of the dealers and is based on the theoretical knowledges collected in the first part of this work. The feedback of the respondent group was reflected first of all in the following improvement suggestions: introducing further language versions of the new website, adding the detailed overview of Doosan construction equipment offer model per model, including the PDF version of the Doosan "Full liner" brochure and significantly improving the design of the company's website. A number of further improvements have been suggested as well.

Moreover, based on the theoretical knowledge gathered about the current trends in B2B digital marketing activities, current work highly recommends introducing the following digital marketing tools to be used by DIEU to achieve the best results in its marketing efforts: Search Engine Optimization and Online Advertising. These two channels are not currently used by the company because of the outdated website.

Finally, according to the theory presented herein, key aim of the B2B digital marketing activities is lead generation and developing relationship between a company and a customer.

In this regard, implementing a completely new lead generation as well as lead management systems were suggested by the current work, while each specific step of it was described by author, resulting in the significant increase in potential sales.

All of the abovementioned outcomes in form of valuable propositions will target current imperfections and improve the digital marketing activities of the Doosan Infracore Europe and consequently boost organization's sales performance.

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