

B2B Digital marketing strategy for DXC technology enterprise

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I. Theoretical part

- Elaborate a literature review concerning the digital marketing concepts, digital marketing strategy and planning, content marketing and advertising platforms.

II. Practical part

- Analyze current position of DXC Technology company on B2B market.
- Explore the most efficient digital marketing channels relevant for DXC target market.
- Present the main aspects of the digital marketing strategy for DXC Technology.

Conclusion

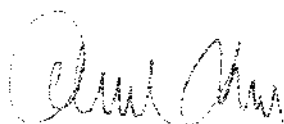
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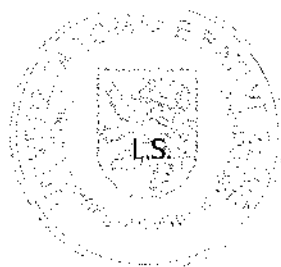
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ABSTRAKT

Cílem daného výzkumu je vypracování strategie digitálního marketingu pro B2B společnost, která působí na globálním trhu IT poradenských služeb. Hlavní náplní práce je vedení digitálních transformací pro B2B klienty integrací mainstreamového IT a nasazením digitálních řešení v měřítku, aby se dosáhlo lepších obchodních výsledků. Teoretická část Vypracovat literární rešerši týkající se konceptů digitálního marketingu, marketingové strategie a plánování, obsahového marketingu a reklamních platforem. Druhá část obsahuje analýzu současné strategie digitálního marketingu společnosti a současných aktivit společnosti v oblasti digitálního marketingu. Třetí část navrhuje novou marketingovou strategii, včetně benchmarkingu, analýzy interních a externích faktorů, analýzy porterových sil a marketingového mixu.

Klíčová slova: b2b digitální marketingová strategie, marketing služeb, marketingový mix, SWOT analýza, PESTL analýza, Portersovy analýzy analýzy.

ABSTRACT

The aim of the given project is developing of the digital marketing strategy for B2B company that operates in global market of IT consulting services. The main scope of work is developing B2B digital marketing strategy using strategical marketing tools and effective digital advertising platforms in order to increase global brand awareness. The theoretical part Elaborate a literature review concerning the digital marketing concepts, digital marketing strategy and planning, content marketing and advertising platforms. Second part contains analysis of current digital marketing strategy of the company as well as current company's digital marketing activities. Third part suggests new marketing strategy, including benchmarking, analysis of internal and external factors, porter's forces analysis, as well as marketing mix.

Keywords: b2b digital marketing strategy, marketing of services, marketing mix, SWOT analysis, PESTL analysis, Porters forces analysis analysis.

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INTRODUCTION

In terms of the rapidly developing world, and rocket technological growth, it is quite essential to follow the latest marketing trends for both small B2B companies and Multinational Corporations. A well-defined and effective digital marketing strategy is essential for achieving the company's success. For a B2B company, it is extremely important to be focused on the quality of its products and services, as well as to develop a marketing strategy based on the needs, requirements and expected benefits of the client.

B2B markets have significant differences in comparison to B2C. Thus, the B2B digital marketing strategy needs to be approached differently in order to be productive and successful.

The topic of my master's work is devoted to the development of a marketing strategy for a global B2B company specializing in IT Business solutions and outsourcing services. One of the offices of the global network located in Prague. The marketing department of the Czech Office is the main source of inside information of the given research. The company DXC was established two years ago as a result of a merger of 2 global companies DXC and CSC. No matter, the company is young. It is already among the world's top IT Business solutions companies. Nevertheless, it is crucial to develop a B2B digital marketing strategy for the global brand awareness in both B2B and B2C sectors.

In my project, I focused on the marketing department selected along with the management of the Prague office of the company. This department provides certification services in accordance with international quality standards and has the highest potential for development. As a relatively new player on global IT business solutions market the companies are increasingly targeting European

markets, they need to prove that their products or services comply with international quality requirements. That is why the services of the selected company are becoming increasingly popular, and it is vital to develop a well-defined B2B digital marketing strategy that will increase global brand awareness of the company and its services as well as help to gain more significant market share.

The goal of the project is to analyze the current situation of the market, the company's current position and marketing activities, as well as useful digital marketing tools and advertising platforms relevant for B2B sector that will help the company increase global brand awareness

I. THEORY

1 THE MAIN FEATURES OF B2B MARKET

Regarding the scope of B2B marketing, it is critical to identify the market and the industry. The market usually described as a set of economic relations, which are based on regular exchange transactions between producers and consumers. Thus, It can be stated that the market is the exchange of goods. The main form of market relationships is the purchase and sale of products and services. (Pindyck, Robert S, Rubinfeld, Daniel L, 2015)

The economic theory defines an industry as a group of firms that are related based on their primary business activities and can be close substitutes for each other. Nowadays, the economy defines a wide range of industry classifications which are clustered into sectors. (Baumol, William J., Blinder, Alan S., 2006)

There are several main groups of participants in market relations. They are households, firms or business organizations and government. Each of them can act as a seller or buyer. Consumption of economic benefits can be either final or intermediate. Depending on the purpose of purchase and who plays the role of buyers and sellers, the various market areas can be distinguished.

In terms of B2B market, relations arise between the seller and the final consumer. In other words, it covers the commercial relations that exist between business and private individuals (households). Business-to-business market covers the scope of commercial interaction of legal entities. Thus, this is the part of the market where firms, enterprises and 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. (Kotler, Philip, Keller, Kevin Lane, 2016).

The main difference is that the B2B product has its specific features such as

market concentration; shorter distribution channels; sophisticated customers in terms of purchasing techniques; multiple influencers contribute different points of view to purchasing decisions; It is important to highlight, that B2B marketing consists of all activities involved in the marketing of products and services to organizations. The main specialization of the B2B marketing is providing goods and services to other businesses, rather than to individual customers.

1.1 Characteristics of B2B market

There are three main types of markets operating on the global business area: resale market, consumer market and industrial market (or B2B). Thus, depending on the types of company's activity, target market and goals the specific type of promotional activity is required.

Marketing as an enterprise management system aimed at achieving its strategic goals, based on knowledge and influence on market conditions and processes. Marketing is also a management philosophy in market conditions, proclaiming the orientation of products and services to meet the specific needs of individual consumers. (Philip T. Kotler and Gary Armstrong, 2005).

Regarding the scope of B2B marketing It is important to emphasize the main difference between Consumer and industrial (B2B) markets. Philip T. Kotler and Gary Armstrong determined the following different characteristics of B2B and consumer markets:

- Geographic market concentration;
- Limited number of buyers;
- Bigger buyers (customers);
- Derived demand;
- Joint demand;
- Inelastic demand;

- Professional buying.

Based on the differences determined by Kotler, the following market characteristics of Industrial market were described by professor Pilík:

1.1.1 Size of market

Compared with the mass market, where households are the primary audience, the size of the industrial market is much smaller. This fact is due to the unique qualities of the B2B product itself. The product that is produced for the B2B market is specific. These can be parts for machines or supplies for technical equipment. There is no demand for it among regular customers of the mass market. However, only a few B2B customers can reach a large number of B2C customers. The reason for this fact is that B2B clients are larger in size; they buy more quantity and attract the purchase volume to a constant size.

1.1.2 Geographical concentration

Geographic concentration of B2B customers in certain areas. Manufacturers whose manufacturing processes increase the value of their products are usually located next to their customers, while those whose processes reduce weight are usually located near input sources. Competitive nature Another difference between these two markets lies in the nature of oligopolistic purchases. In the B2B arena, there are oligopolistic purchasing organizations

1.1.3 Demand

In the B2B market, goods are not bought for personal use. Thus, they are usually purchased as components of products and services to serve the activities of the company or to support the technical aspects of the production of products. Buyer's characteristic is another feature of B2B markets. The potential target audience is a highly qualified and qualified specialist, and the decisive decision

1.1.4 Segmentation

Competitive bidding and negotiated prices are very common, and financing mechanisms are often considered part of the pricing package. Characteristic channel. Speaking about B2B marketing, Professor Pilik noted the extreme importance of the physical distribution of B2B products. Since there are relatively fewer buyers and they tend to concentrate, there are fewer middlemen. This problem is less critical in terms of B2B purchasing decisions. Product quality and consistency, delivery reliability, service and technical support are often the most important criteria. Competitive bidding and negotiated prices are very common, and financing mechanisms are often considered part of the pricing package.

1.1.5 Promotional Characteristics

Advertising feature. I would emphasize this as the most important and relevant for this thesis. The advertising characteristics of the B2B market can be divided into several aspects, such as older ones, such as personalized sales and sales announcements, which usually exist as remnants of tools of the past century, and they still work in the B2B sphere. Another aspect that the author emphasizes as the main tool for promotion in B2B is digital marketing tools, which are widely used in both B2B and global marketing in general.

1.2 Difference between B2B and B2C markets

Based on the nature and features of B2C and B2B marketing, it is important to highlight that there are many differences between them. First of all, it is the target audience, its nature, and its needs. For marketing in the field of B2C, the primary client is the households or the consumer. On the other hand, for B2B marketing, the client is an organization represented by a small range of demanded products.

Due to the fact that B2C and B2B marketing is focused on different types of consumers, they, respectively, use different marketing tools and programs. The key difference between B2B and B2C is the fact that in the case of B2B market the role of customer is played by the organization. Products for B2B and B2C markets in many cases are the same, so it might be difficult to distinguish between two types of markets using this criterion. (Brennan, Canning, McDowell 2014)

Fill, Fill, (2005) mention that the marketing mix is different for B2B and B2C markets. The main task of B2C marketing is engaging customers and managing profitable customer relationships. The two-fold goal of marketing is to attract new customers by promising superior value and to keep and grow current customers by delivering value and satisfaction. In the below table are gathered main differences in business and consumer markets from the point of view of main parts of marketing mix and other significant characteristics.

Table 1. Differences between main characteristics of B2B and B2C markets (Fill, Fill, 2005)

	Business – to – customer	Business – to – business
Market structure	Monopolistic competition, Mass – market orientation, retail purchase.	Oligopolistic competition Narrow oriented; high volume of purchase.
Product	Standardized, package required, small quantities, delivery less important.	Specific, rare, customized, service and delivery is highly important
Price	List Prices, usually higher because of retail selling, highly sensitive to the market changes.	Based on negotiations or competitive bidding, usually lower due to the high volume, less sensitive to the market changes.

Distribution Channels	Indirect, customized, package and additional service required.	Geographically concentrated; Often clustered, short, direct and fewer concentrated
Decision making	Spontaneous decision nature, few factors influencing purchase.	Rational approach to decision making, many factors influencing purchase.
Buyer Behavior	Small number of decision makers, family - involved less technical expertise, non – personal relationships.	Large number of decision makers, wide technical expertise process, interpersonal relationships.
Promotion	Focused on psychological benefits, oriented for mass – market, with the complex customer segmentation with the limited web – integration.	Focused on economic benefits, promotional strategies are oriented for specific customer, customer segment is not specific, with the bigger web – integration.
Customers	Households, who buys a product to satisfy individual needs. Customer base is large but the overall value from purchase is smaller.	Companies and organizations, that buys product to satisfy the needs of enterprise. The customer base is narrow but the overall value is bigger due to purchase volume.

Based on the facts given in the table, It can be seen that the B2B and B2C markets have a specific difference in the majority of aspects related to the marketing mix. The most significant ones are product, price, distribution channels, market structure, and buyer behavior. Thus, it is essential to have a fundamentally different approach when it comes to B2B marketing strategy.

2 STRATEGICAL TOOLS FOR B2B MARKET ANALYSIS

The environment is essential for organizations when it comes to their means of survival. In terms of the B2C market, customers are what keep an organization in business. In B2C scope, it is clients, such as households that typically play the same role. This chapter, therefore, provides frameworks for analyzing strategical tools used in order to make a sophisticated analysis of the environment. The macro-environment is the highest-level layer. This consists of significant environmental factors that impact to a greater or lesser extent on almost all organizations. Here, the Benchmarking, PESTEL and SWOT analysis and Porter's forces framework can be used to identify how future trends might impinge on the digital marketing performance of the given organization. t

2.1 Benchmarking

Benchmarking is a process of creating business knowledge by comparing and analyzing business information about other companies to improve the quality of decisionmaking. Prašnikar, Debeljak, Ahčan (2010). Benchmarking can also be stated as the process of comparing the products and services of another organization that operates in the same field. This process is concluded in the improvement of the aspects where the comparison is made.

The point of benchmarking is to identify internal opportunities for improvement by studying companies with superior performance. As well as exploring what makes such excellent performance possible, and then comparing those processes with the way the particular company operates. Thus, the company can implement changes that will lead to significant improvements. Patrick Regner, Kevan Scholes, Duncan Angwin.

Benchmarking is the analysis tool that allows to apply the best practices of other companies in the particular business. According to Lankford (1999) the following types of benchmarking were identified:

- Internal benchmarking is a comparison of an organization's domestic activities and processes. The company uses it to understand the strengths and weaknesses of its products and services.
- Strategic benchmarking is applied on a top management level. This type of analysis is used for the strategies of the competitors and analyzes what exactly makes them successful.
- Collaborative benchmarking describes the conditions when information is shared between groups of firms. It is a brainstorming session among organizations.
- Competitive benchmarking - this form of benchmarking measures the performance, products, and services of an organization against its direct or indirect competitors in the specific industry.

Based on the type of benchmark chosen, the following steps should be applied:

- Selection of product, service or internal department or organization to compare;
- Gathering information about object's internal performance or metrics;
- Comparative analysis of data from similar products, services internal departments or organizations, in order to identify gaps in the own company;
- Implementation of specific actions, establishment of functional goals;
- Monitoring of results;

2.2 Analysis of Internal and external factors

In the scope of digital marketing strategy for the multinational IT company such as DXC, It is highly relevant to analyze both internal and external factors that can have an influence on the market changes. In the given scope of work, the two types of analysis were chosen. Among of them, PESTEL analysis aimed to evaluate external factors as well as SWOT analysis that is considering internal aspects of the company and as a result helps to get the complete understanding of the firm's position compared to rivals.

According to Gerry Johnson, Richard Whittington (2016), the PESTEL framework provides a comprehensive list of external influences on the possible success or failure of particular strategies. The given technique, allows to get the most sufficient environmental analysis for managers in order to build up a crucial marketing strategy. PESTEL stands for Political, Economic, Social, Technological, Environmental and Legal:

- Politics highlights the role of governments;
- Economics refers to macroeconomic factors such as exchange rates, business cycles and differential economic growth rates around the world;
- Social influences include changing cultures and demographics, for example, aging populations in many Western societies;
- Technological influences refer to innovations such as the internet, nano-technology or the rise of new composite materials;
- Environmental stands specifically for 'green' issues, such as pollution and waste;
- Legal embraces legislative constraints or changes, such as health and safety legislation or restrictions on company mergers and acquisitions.

It can be seen, that PESTEL analysis provides the extensive data from which critical drivers of change can be identified. As well as potentially can be a base for the marketing strategy planning and understanding the scenarios considering the way how strategies might need to be transformed according to the business environment changes.

The digital marketing strategy has to build upon the reliable analysis of both external and internal factors. The situational analysis SWOT tend to be a sufficient tool to analyze internal factors making an influence on the marketing strategy.

The data obtained as a result of the situational analysis shows the internal elements in the development of the strategic goals and objectives of the company. In other words, SWOT analysis is an analysis of the internal strengths and weaknesses of the organization, as well as opportunities and threats from the external environment. “S” and “W” refer to the state of the company, and “O” and “T” refer to the external environment of the organization.

Based on the results of the situational analysis, it is possible to assess whether the company possesses internal forces and resources in order to realize the existing opportunities and counter threats. SWOT strategic framework allows managers to quickly view all of the company’s strengths, weaknesses, opportunities, and threats in one matrix, as well as particular aspects such as marketing strategy

2.3 Porter's Forces analysis

The model of five forces is widely used in strategic management, strategic and digital marketing it is convenient for the following areas of work: the threats to the growth of the company, found using Porter's competition analysis model, helps with the better implementing of the company's situational analysis of internal factors SWOT and external factors analysis Pestel. Porter's forces analysis includes five structural units appropriate in each industry. The function of the given analytical tool is to determine, the ways of building competitive advantage and long-term product profitability. Thus, the approach in which a company can maintain its profitability and remain competitive in the long run.

The purpose of developing a strategy is to adapt to a competitive environment. However, there is still too narrow a look at the competition. At the same time, intense competition in the industry cannot be considered either as an accidental coincidence of circumstances or as failure. The theory of competition by Michael Porter says that there are five driving forces in the market that determine the possible level of profit in the market. These elements of the market are the driving forces of market competition Each force in the model of Michael Porter is a separate level of product competitiveness:

- bargaining power of buyers;
- vendor bargaining power;
- the threat of invasion of new members;
- danger of the appearance of goods – substitutes;
- competitive level or intra-industry competition; (Michael Porter, 2008)

Competitive analysis of the industry according to Michael Porter helps to determine the intensity of competitive forces in the industry, to find a position in which the company will be maximally protected from the influence of competitive forces and will be able to influence them.

The golden rule of the theory of the five forces of competition of Michael Porter is the following: the weaker the influence of competitive forces, the more opportunities to obtain high profits in the industry has the company. Conversely, the higher the influence of competitive forces, the higher the likelihood that no company will be able to provide high profitability from capital investments. And the average profitability of the industry is determined by the most influential competitive forces. (Gerry Johnson, Kevan Scholes 2009).

2.4 B2B Digital marketing strategy

Digital marketing has to follow a clearly outlined strategy which needs to be integrated as the part of other marketing channels and strategies of international marketing and communications. Developing a structured digital marketing strategy helps companies to be focused on internet marketing activities as the most beneficial aspect in the field of IT business. Besides, make sure that these activities contribute to the overall business goals and, target and reach the right audience (Ryan & Jones 2009).

Digital Marketing is a set of promotional tools that use pros of digital channels and avoid their cons in order to maintain the principles of IMC. Formulation of digital marketing strategy, which follows the main steps of a traditional strategic marketing planning approach, includes setting the objectives, situation analysis, strategy formulation, and resource allocation and monitoring. (Chaffey & Ellis- Chadwick 2012).

Table 2. Key components of the B2B digital marketing strategy (Chaffey & Ellis- Chadwick 2012)

Customer interaction	Using of the CRM systems in order to support customer engagement, capture and collocate information about clients, track contacts and deals;
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Online security	Staff policies for accessing and storing company data using digital technologies; Cloud – based backup systém
Website	Responsive and mobile; Share company values; Up to date content; Availability of product portfolio; Integration with customer relationship management and marketing automation tools.
E – mail marketing	Focused on specific points; Inform potential buyers with existing and new products; Increase credibility and brand awareness; Provides with the contact person;
Content marketing	Content has to reflect the values and vision of the brand for a wider audience; Offer full and complete information about company’s activities; (case studies, statistic, success map); Specific for the target audience.
Social Media	Learn about new products and interact with brands and critical factors; The company can receive both promotion and feedback directly from customers; Presence in social networks can be aimed at building relationships with the foremost authorities in the industry to reach a wider audience and business cooperation.

2.4.1 Content Marketing

The popularity of content marketing is growing steadily, gaining more and more recognition among marketers in the B2B sector. The size of the investment increases, as does the number of channels for content distribution. This is due to the fact that this marketing technique correctly pays for investments and is trusted by the target audience. According to statistical data, about 58% of marketers (which is 4% more than last year) plan to increase the budget for content marketing over the next 12 months. (Brightcove and the Content Marketing Institute survey, 2018)

Content marketing is a marketing format that involves the creation and distribution of media content and journalism to attract customers. Information of this kind can be represented in a variety of ways and formats, including news, videos, e-books, infographics, research, guides, question-answer format, publications in the press, photos. (Holliman and Row-ley, 2014).

Over the past few years, various websites, blogs, social networks, digital media, online seminars, podcasts and Internet conferences have been added to these channels. The main purpose of content marketing is not selling, but creating a strong connection with real and potential customers. By providing up-to-date and reliable information without intrusive prompting to purchase goods and services, this marketing format helps build trust in the brand much faster and more efficiently than more direct promotional methods.

The above survey indicates to businesses that content marketing is particularly effective as a tool for increasing network traffic and increasing sales.

- 30% of the marketing budget of the B2B sector is focused specifically on content marketing;

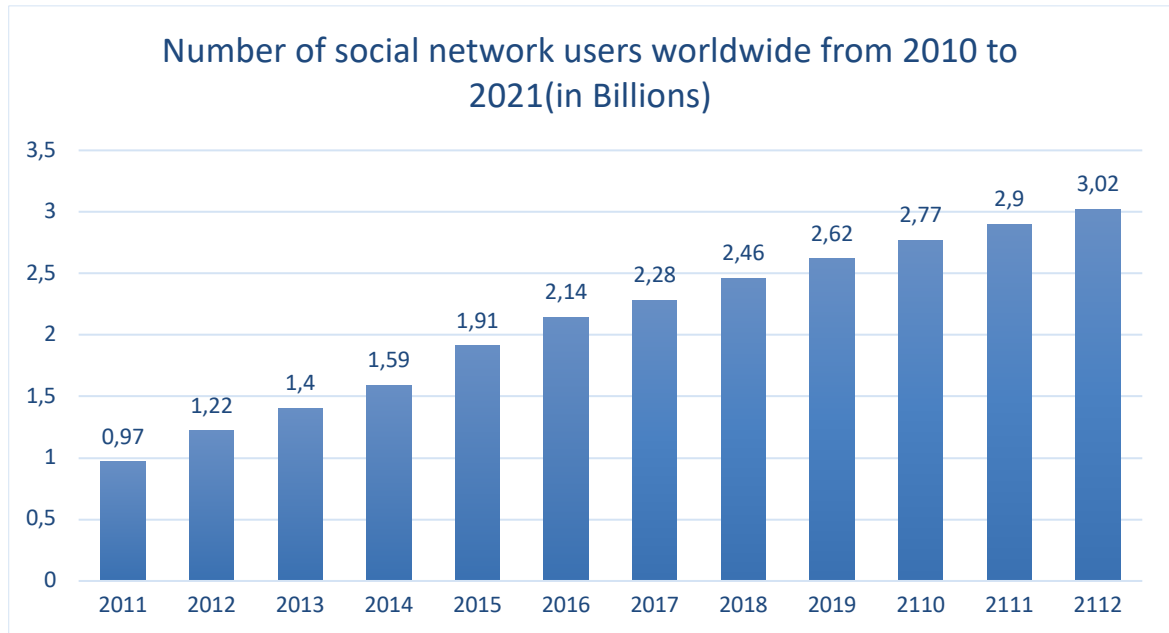
- About 93% of business sector participants use this format, and 42% find it effective or very effective.
- B2B marketers use 13 tactical channels of communication with the audience. About 87% use media, 81% - articles, 80% - newsletter. 76% of the content comes from blogs and the same percentage from events, 73% from case studies, and as many from videos. (Content marketing Institute survey, 2017).

According to experts of Content marketing Institute, the share of social networks and media for the distribution of content focused on B2B clients will only grow in the future. Compared to last year, the number of widely used platforms has already increased by 16%. The top media platforms that showed the greatest growth include a service called SlideShare, which allows users to share presentations and infographics (40% this year against 23% in the past), as well as Google+ (55% against 39% in 2016) and the well-known Instagram (growth from 7% to 22% over the last year). It is already obvious that these numbers will only grow in the future, prompting an increasing number of marketers to use this format.

2.4.2 Advertising platforms

The use of social media channels is continuously increasing, and it is expected that the given tendency will continue to grow over the future years. 71% of all online audiences use social media channels in 2017. Moreover, by 2021, the total number of users of social networks is expected to reach 3.02 billion. (Statista.com)

Chart 1. Number of social network users worldwide from 2010 to 2021 in Billions. (Statista.com)

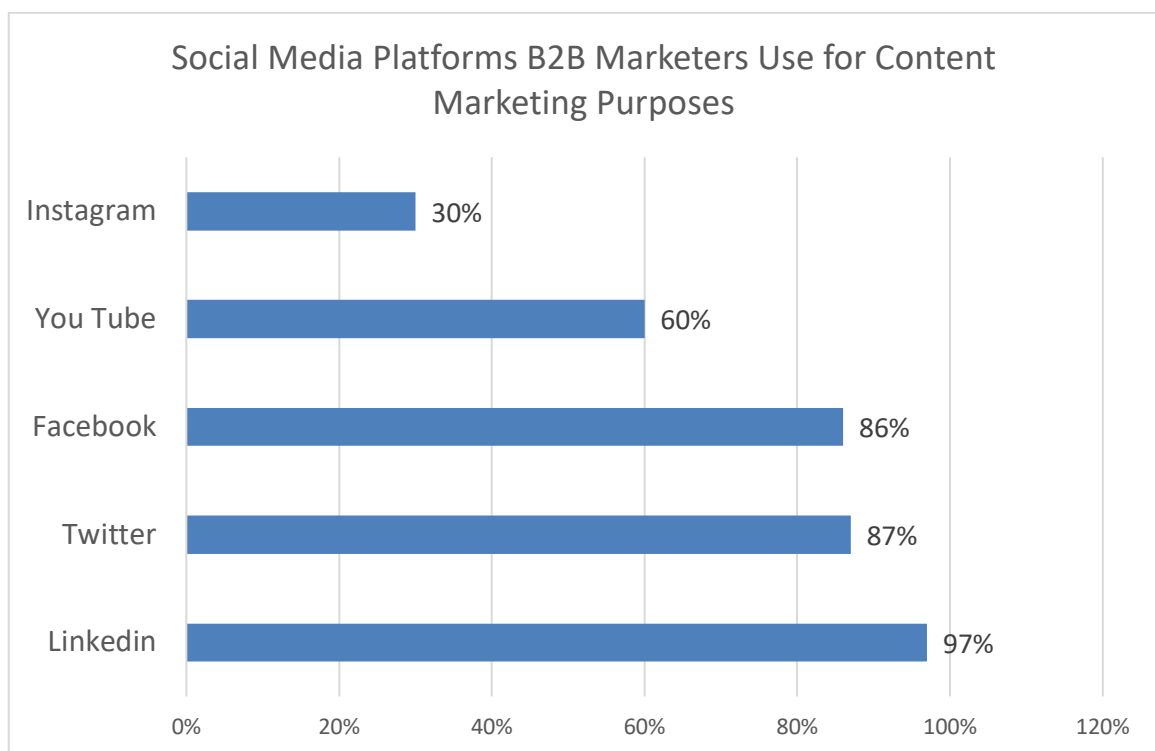


Most B2C companies have been successfully using social networks for a long time now. For B2B companies there are significant opportunities. B2B companies need to use social networking platforms to understand their potential customers. This option can assist companies with the selection of the right people at the right time. However, each social networking platform is very different and serves different purposes. Therefore, it is highly essential for companies to understand the best B2B social networks individually in order to grow and expand the business. The following description represents the most relevant social networks in the scope of B2B digital marketing strategy.

LinkedIn nowadays is one of the most popular and widely used B2B social networking platforms. This allows professionals to communicate with other professionals in their industry to learn and grow together. With features that allow to share content, interact with the audience and attract talent, this is a convenient platform for B2B companies.

According to research, over 95% of B2B companies use LinkedIn for content marketing. As of 2017, LinkedIn has more than 500 million users. This opens up tremendous opportunities and indicates the potential of this platform to make a positive impact on business.

Chart 2. Social Media Platforms B2B Marketers Use for Content Marketing Purposes (Content Marketing Institute Report 2018)



It can be seen from the graph, that the most popular social media platform for attracting B2B customers is LinkedIn. The exposure of LinkedIn is 97% of the B2B audience. The Second position almost equally divided between Facebook and Twitter sharing up to 87 per cent of the exposure. Obviously, the modern digital marketing strategy has to be based on social media platforms as the main part of the marketing company.

Facilitating product launch. In terms of B2B company such as DXC technology, the social platform LinkedIn is the best social platform for launching new products. Over 90% of B2B companies prefer LinkedIn to market their products. Because the contact is being delivered directly to the target audience, at the same time the marketing managers are getting direct feedback from the customers. The main thing that has to be done is interesting content placement and interaction with the audience.

Strengthen relationships LinkedIn is a great platform that allows its users to interact with other experienced professionals as well as share content, opinions and relevant topics. This causes a reaction from the audience and is a great way to start a relationship. It also allows to initiate direct interaction with professional colleagues. Constantly publish interesting and relevant materials. This will help to strengthen company's relationship with the followers.

Easy access to decision makers B2B sales are much more complicated than B2C, since they usually involve several stakeholders and decision makers. LinkedIn provides with an easy way to contact decisionmakers directly. Thus, leads to easier and more productive negotiations.

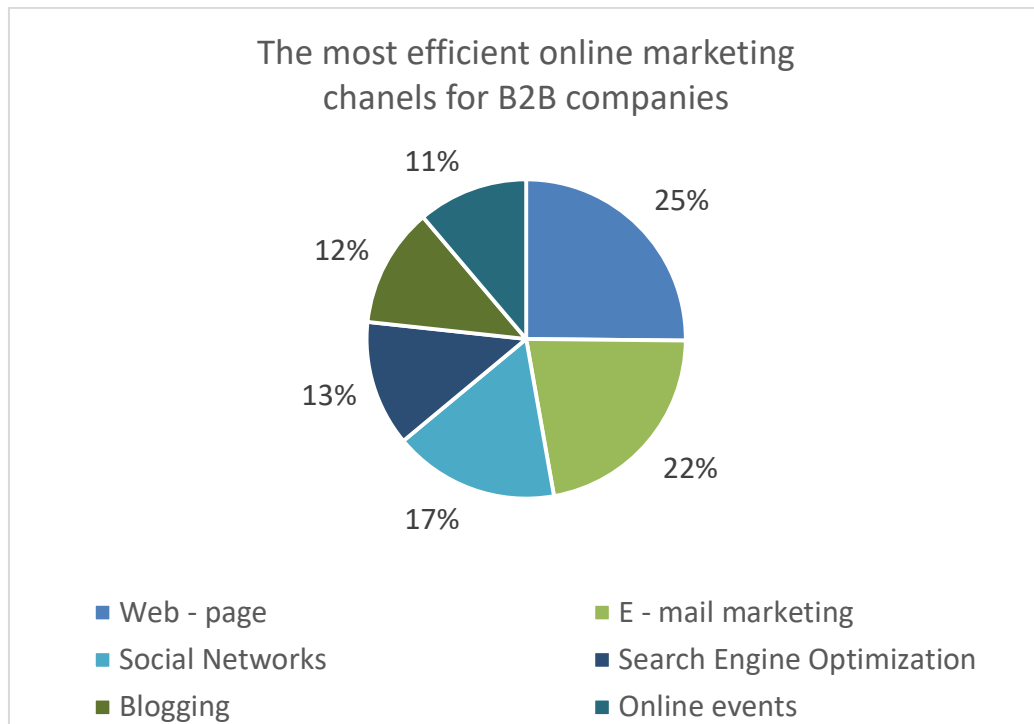
Email marketing. Although digital marketing nowadays offers a broad variety of modern and innovative channels, e - mail remains a widely used marketing tool for quick and efficient communication with the company's target market (Fill & Fill 2005, 325; Swann 2016).

Even though, email is originally a two-way communication channel, businesses often employ it as a one-way channel to deliver newsletters and promotional messages. This method contributes to the creation and strengthening of quality

relations with the audience, increases the rates of repeat purchases, and provides an opportunity to promote new offers and quickly collect opinions from the audience. Besides, potentially his practice can improve the efficiency of up-selling and cross-selling faster and cheaper than, targeted ads. (Taiminen & Karjaluoto 2015, 635).

E – mail marketing is a reliable promotion channel for many B2B companies. This model involves business interactions, but with companies. The feature of email marketing for b2b differs significantly from B2C. More and more B2B companies are using this marketing channel. Its effectiveness confirms the result of the studies held by the digital marketing company Regalix, 2018. To the question: “Which of the marketing channels do you consider to be the most effective?”. The researches got 71 per cent of B2B respondents noted that this is email marketing. According to the results of the same study, 48 per cent of B2B representatives of companies surveyed by companies plan to increase spending on email marketing. This is due to the fact that email marketing increases ROI: for every \$ 1 spent, email marketing brings in \$ 40 (Digital Marketing agency Regalix, 2018).

Chart 3. The most efficient online marketing channels for B2B companies (based on the results of research for Digital Marketing agency Regalix, 2018)



It can be seen from the graph, that e – mail marketing takes a leading position when it comes to effective promotion in B2B. According to Simmons (2007, 550), emails are used for different marketing purposes including delivering information about products and services, promoting them, enhancing brand loyalty, maintaining customer relationships and encouraging customers to visit a company website. With the help of emails, companies can easily receive customer feedback.

There are 6 features of the implementing the e – mail marketing tool into the digital marketing strategy can be identified:

1. Low cost channel support;
2. Ability to collect relevant database of your audience;
3. Creating a communication between the brand and the consumer;

4. Effective involvement in the implementation of the necessary interactions (sharing information, viewing recommendations, purchases, etc.);
 5. The ability to fully automate the process based on information about the segments of the subscription base;
 6. Increase efficiency through personalization based on customer information;
- (Dehkordi, Rezvani, Rahman, Nahid, & Jouya 2012, 118)

Customer behaviour in e – mail marketing:

- Long decision making process. Before planning an email campaign and selecting content for distribution, you need to realize that buying for business needs involves a collective decision. When receiving a letter, the subscriber does not make hasty decisions, since no one will ever buy a plane after reading a single email letter. Before agreeing to a proposal, a whole series of “endorsements” from specialists, managers, financiers and directors are needed.
- Decisions are not made emotionally. Keep in mind that the subscriber will take a decision not spontaneously and emotionally, as often happens after receiving mailings from b2c companies, but weighing all the pros and cons. This decision will be dictated by logic, analysis of all risks and will be rational in all respects.
- Before agreeing to your proposal, the subscriber will conduct all the necessary commercial calculations, calculations related to forecasting, risk, because modern business requires rational economic thinking. The more correct the calculation, the more profitable the result. Chaffey and Ellis-Chadwick (2012)

Types of messages This practice is based on various types of electronic communications, the main ones being the following:

Welcome email. A welcome message is an email that the recipient receives after confirming the subscription. This is a guarantee of the effectiveness of e-mailing, the correctness of which depends on the recipients' interest in further communication and the general impression about the business. Do not underestimate the importance of welcome emails - they open 4 times more often than usual, and target actions in them are performed 5 times more often.

Informational Letter. One of the most frequent formats of electronic messages. Can strengthen loyalty through quality content. Distribute worth useful materials, extensions and more.

Digest it may seem like informational emails, but it has a slightly different format — it is a brief overview of new information (for example, email with a list of the most popular products for the week).

Commercial Letter. Usually intended for direct sales. The content of such can be a proposal of a certain offer and its description, recommendations of products based on the preferences previous purchases of the user, or information about promotions.

The marketer here should be as careful as possible, because too aggressive a strategy can cause dissatisfaction with recipients, as a result of which emails will often be marked as spam. As a result, this will not only reduce the effectiveness of the campaign, but also reduce the rate of delivered letters.

II. ANALYSIS

3 DXC TECHNOLOGY CURRENT POSITION OF THE COMPANY ON GLOBAL B2B MARKET

3.1 IT consultancy and IT services global market overview

Nowadays, the IT services takes the significant part of the services market, and growing rapidly (approximately 6 per cent increase per year). Among of the most demanded IT services the technology outsourcing and project-oriented services, application development, building information systems, and networks can be featured as the most popular. Regarding the profitability, the business process outsourcing and consulting services tend to generate the highest income.

The business process outsourcing segment measure for \$ 92.9 billion. System integration services brought in total to suppliers \$ 62.1 billion. They are followed by business consulting, IT outsourcing and deployment and support services applications. Analysts see the main reason for the steady growth of the services market in the high demand for digital solutions based on cloud services, the sales of which are expected to exceed \$ 100 billion this year.

The volume of revenue from the provision of project-oriented services determined the outsourcing segments, as well as support and training. Organizations actively translated into figure their own, especially large-scaled projects. As a result, for the whole year this segment grew by 5% to 366 billion dollars. A significant part of the market growth was provided by the business consulting segment, which grew by 8.2% YoY, to 115 billion dollars.

In the direction of outsourcing, the key segment connected with the management and development of applications. It managed to report the dynamics in the amount of 5.8%. The digital transformation of organizations is forcing the latter to rely more and more on external service providers when mastering the latest innovations (clouds, analytics, machine learning, etc.).

In the EMEA region, the revenue of the market in the second half of last year grew by 2.0% year-on-year to \$ 158.5 billion. Revenue in the global market for IT services and services for businesses (business consulting and outsourcing of core business processes) came close to the \$ 1 trillion mark in 2017. These data are presented in a study of analytical company IDC, published on May 15, 2018.

The market volume has increased by about 4% in 2016. The increase was slightly higher than the global GDP growth rate, which indicates a strengthening of business confidence. The positive attitude in the business environment is supported by improved prospects for the global economy, a general understanding of the need for large-scale digital transformation, and the fact that at least in some segments new digital services are beginning to compensate for the overflow of the traditional services market

An analysis of the dynamics of the various subsectors of the market showed that project-oriented services continue to outpace the growth rates of services related to outsourcing, support and training. At the end of 2017, the total revenue from services-related projects rose by 5% and reached \$ 366 billion. A

significant part of this increase was provided by the business consulting segment, where experts registered an increase of 8.2% and revenue of \$ 115 billion.

More than two thirds of the project-oriented services market is occupied by services in the field of IT projects, including Custom Application Development (CAD), IT consulting and system integration. Although the listed sectors grew more slowly than the business consulting segment, the dynamics in them significantly improved compared to 2016. As a result, total revenues in these three areas increased by 3.7% and reached \$ 251 billion.

Geographically, the United States remains the largest market for IT services and services for businesses, followed by Western Europe. At the same time, the emerging markets of Latin America, Central and Eastern Europe, the Middle East and Africa, as well as the Asia-Pacific region, show a more pronounced growth.

The IT services market has intensified for mergers and acquisitions (M & A) transactions. The volume of relevant investments has doubled. This was reported in the consulting company Hampleton. Experts say that in the European IT industry, there has always been an abundance of deals, which underlines the demand for new IT infrastructure from traditional technology companies, cloud players and even international investment funds. However, in the first half of 2017, M & A activity in the sector turned out to be on a “seismic take-off”.

During this period, M & A contracts worth \$ 21.9 billion were awarded on the global IT services market compared to \$ 10.75 billion in the second half of 2016. The index of the first half of 2017 turned out to be the second largest in the history after 2011.

Although most of the contracts fell on North America, Europe's share in this regard increased to about one-third of the total number of transactions. The main market trends were as follows:

- transactions involving private investors are recovering from a global recession and uncertainty due to the UK's planned exit from the European Union;
- large cyber attacks spurred demand for information security assets;
- The new wave of deals in the outsourcing industry has become the main stimulator of the entire M & A market in the field of IT services;
- cloud projects become priority for investors;
- destabilization of the business of large traditional participants of the IT services market generates new deals;

According to analysts, if before mergers and acquisitions transactions in the IT services industry were mainly between companies from the same region, in the first half of 2017, more than half of the 50 largest transactions were international. In July-December 2016, the share did not exceed 40%.

According to Gartner's forecasts for global IT spending in 2016-2017, the IT services segment is in second place in terms of growth, second only to the software segment. In 2016, according to analysts, the global IT services market will grow by 3.9% to \$ 900 billion, and in 2017 by 4.8% to 943 billion dollars.

In early June 2015, the list of the largest IT service providers in the world was announced. The leaders at the end of 2014 were IBM and HP, but the revenues of these American vendors in the market fell. The largest increase in revenue was demonstrated by Indian and South Korean companies.

According to Gartner data for 2014, IBM had the largest revenue from the sale of IT services - \$ 54.8 billion. In comparison with 2013, the company experienced a 3.5 percent decline. Even more - by 6.5% - sales of IT services from HP fell, which in the analysts' rating comes after IBM. From the third to the tenth place in the list of companies with the highest revenue figures in the IT services market, the following companies took:

1. Accenture (Accenture)
2. Wipro
3. Deloitte
4. TATA Consultancy Services (TCS)
5. Capgemini
6. IBM
7. HP
8. Pwc
9. Fujitsu
10. NTT DATA
11. Oracle

The latter had revenues of \$ 12.7 billion. The South Korean edition of Business Korea pays attention to the entry into the top 30 of the local company Samsung SDS. It is located on the 27th position at the end of 2014 against the 30th year earlier. In 2014, Samsung SDS earned about \$ 7.5 billion on IT services, which is 16.4% more year on year. This rise was almost the largest among all market participants: only the Indian TCS was able to show higher dynamics, measured at 19.1%.

3.2 Company Overview

To begin with, it is necessary to demonstrate that the case company has been selected appropriately in relation to the context of the research. The determining factor here is the B2B nature of the company's operations. On April 3, 2017, Hewlett Packard Enterprise (HPE) announced the completion of a deal to separate its corporate IT services business and merge it with Computer Sciences Corp (CSC). As a result of the merger of assets, a new company was created called DXC Technology. The company is a provider of business intelligence services DXC Technology Company (DXC, NYSE) operates in the field of digital transformations of corporate IT.

It can be seen, that the case company is a relatively new player on the global IT consultancy and IT services market, thus the global brand awareness and improvements of the digital marketing practices is one of the main tasks of the DXC. DXC Technology enterprise operating in the B2B markets worldwide and includes 70 countries. The size of the company is the Large Enterprise that generally has 130 000 employees around the world. The chief executive officer of DXC Technology is John Michael Lawrie. The headquarter is located in Tysons Corner, Virginia, U.S.

The vision and mission of the company is „Navigating the future“ and „Thrive on change“. The company strives to support a culture of performance matched with integrity. The values of the company are described in the CLEAR abbreviation where C stands for Client Focused, L – leadership, E – stands for Execution excellence, A stands for the Aspiration, R – results. The company DXC Technology offers corporate clients services for the modernization and digital business transformation. According to the declared DXC-technology, its range of services allows to choose the most effective ways to improve the company's costs and provides 15-40% of the cost of innovation and digital strategy.

Successful of digital marketing for B2B organization can be achieved only when the company has healthy financial situation. Due to the fact that B2B market is way more sophisticated than consumer market, it is highly important for potential customers to make sure that the business is successful and has a stable development process. The financial situation of the company can be characterized as sustainable growing. A good illustration for that might be the fact that the company's shares have formed a steady uptrend and over the past 12 months have risen in price by 53.61% on the moment of 12th of March 2018, the price per share \$ 106.08.

Chart 4. DXC Technology. Financial situation (Finviz.com, 2018)



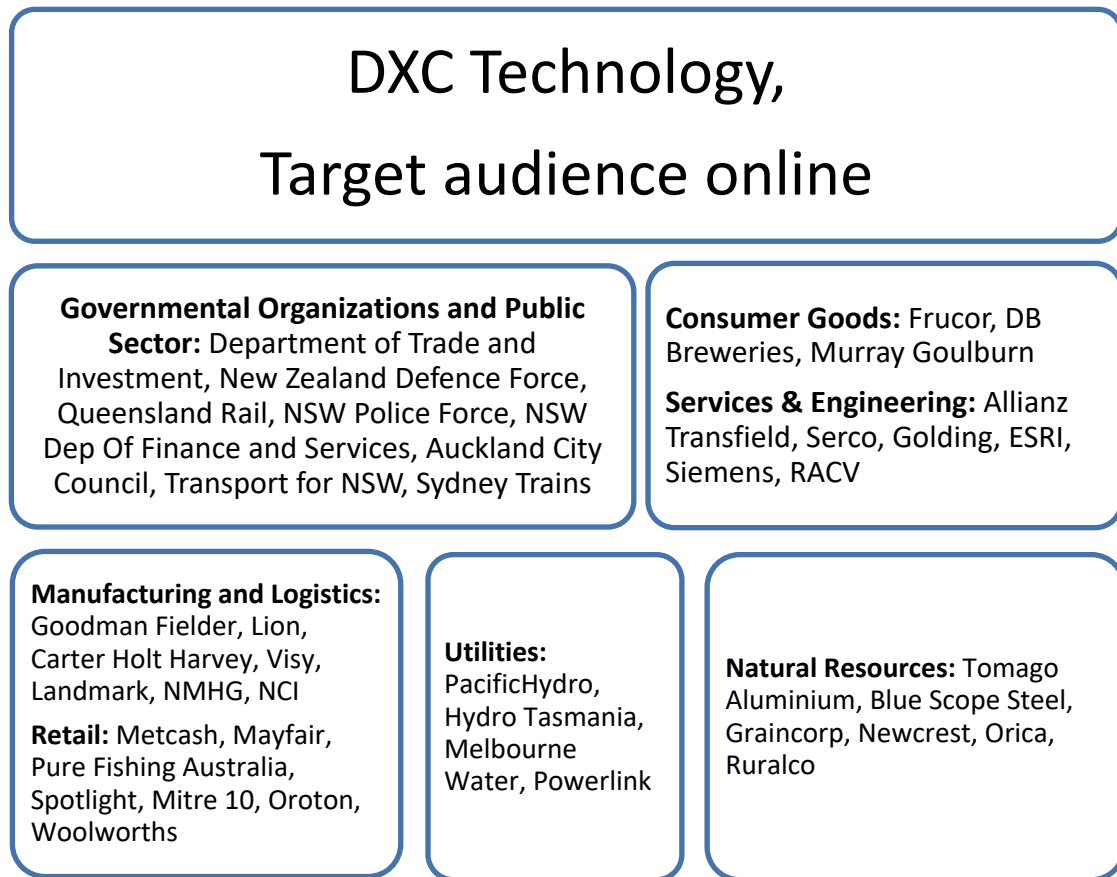
It can be seen from the chart that in spite of slight fluctuations in the period from December 2018 to February 2019 characterized by decreasing for 0.60% the company DXC technology keeps the sustainable growing tendency and keeps increasing price per share. Which is posi

The advantage of the DXC technology is a reliable portfolio of tools for analyzing and automating business processes in various fields, for example, for

financing science, medicine, public services, environmental institutions. The industry – led offerings align with the customer preferences and provide clarity for customers. The company's product portfolio includes the following services:

- Analytics;
- Application services;
- Business Process services;
- Cloud and Platform services;
- IT Consulting and outsourcing;
- Enterprise and cloud applications;
- Industry Software and solutions;
- Security ;
- Workplace and mobility;

Customers of DXC Technology services are various commercial and government organizations, including healthcare and space exploration companies. According to the marketing department of DXC, currently, the company is working with approximately 6000 customers worldwide.

Table 3. The target audience of DXC (internal marketing information)

According to the latest information provided by marketing department of DXC, (On January 7, 2019) the company is going to acquire a global digital software development company „Luxoft“ operation on global B2B market. The company has more than 12,900 employees, 41 offices in 22 countries in North America, Western and Eastern Europe, Asia Pacific, and South Africa. Luxoft's clients "consist primarily of large multinational corporations", such as Boeing, Ford Motor Co., and Deutsche Bank.

Together, DXC and Luxoft will be able to provide customers with a profitable, differentiated offer for turnkey digital transformation by combining Luxoft's digital engineering capabilities with DXC's experience in IT modernization and

integration. The purchase will accelerate digital growth and the scaling strategy of DXC.

Regarding digital marketing activities, the company has a corporate international website, and it also actively participates in e-mail marketing, sending out updates to current and potential customers about current special offers, upcoming events and corporate achievements. However, DXC understands that the unique opportunities that the Internet offers to business at present are not used effectively by the company. Management would like to review the effectiveness of the digital marketing tools currently in use, as well as introduce new digital operations that will contribute to the achievement of the company's common goals.

3.3 Current Digital Marketing Activities held by DXC Technology

Digital marketing activities are vital for the global IT company such as DXC due to the high competitiveness and specific type of customers. Besides, as it was mentioned before, the DXC is a relatively new B2B brand. Thus, it needs to build a strong brand awareness worldwide. Currently, The company uses the following types of marketing activities:

- The open data base for identification of potential customers is used;
- Actively implemented customer resource management systems that allows to track performance of the marketing strategy as well as link customer information with software account;
- The company has a web – page

3.3.1 Benchmarking

DXC technology is the worldwide enterprise that provides wide range of IT consulting services such as outsourcing, analytics and business process solutions. The 10 main competitors were chosen for analysis. Among of them 4 direct competitors: Accenture, Wipro, TATA Consultancy service, Capgemini. The given direct competitors are operating at the same field and have the product portfolio and providing services that are the same or very close to DXC Technology.

Table 4. Part I Benchmarking. Direct competition, (Own source)

Benchmarking (direct competition)						
	DXC Technology	Accenture	Wipro	Tata Consultancy service	Capgemini	Average per factor
Quality of service	6	8	7	7	6	6,8
Level of price	7	8	6	8	7	7,2
Range of Services	7	9	8	8	6	7,6
Brand Awareness	6	9	6	5	5	6,2
Web - page	7	9	7	7	6	7,2
Online promotion channels	5	7	6	9	4	6,2
Another marketing activities	6	8	7	8	7	7,2
Total	44	58	47	52	41	48,4

In the second Part of the table it can be seen that the 6 Indirect competitors such as: Deloitte, HP, Oracle, IBM, PWC, Fujitsu were chosen for analysis. The List of Indirect competitors were chosen among of companies whose products are not the same, however can still satisfy the same consumer's needs.

Table 4. Part II Benchmarking. Indirect competition, (Own source)

Benchmarking (indirect competition)								
	DXC Tech- nol- ogy	Deloitte	HP	Oracle	IBM	PWC	Fujitsu	Aver- age per factor
Quality of service	7	6	8	8	7	6	9	7,1
Level of price	7	4	5	6	7	7	5	5,9
Range of Services	6	6	7	7	7	6	6	6,6
Brand Awareness	6	6	9	9	9	9	8	8,0
Web - page	7	5	7	5	8	8	7	6,7
Online promo- tion channels	5	6	8	8	7	7	6	6,7
Another market- ing activities	6	6	7	7	7	7	7	6,7
Total	44	39	51	50	52	50	48	47,7

The Benchmarking analysis was made according to the 7 main characteristics, each of them was assigned to the specific criteria which are:

- **Quality of services:** Response time, Problem – solving; Time in Application Processing;

- **Price level:** Price for the same product, software services - conversion, implementation, release upgrades, system consolidation;
- **Range of services offered:** The complexity and variety of services offered;
- **Brand awareness:** How famous brands compared to the market leaders and to each other.
- **Web page:** accessibility, clarity, feedback, contact person, visual pre-ception;
- **Online promotion chanel:** how good the promotion chain is develo-per, online presence in social networks
- **Another marketing activities:** Email marketing, content marketing, annual reports, case studies, physical participation in conferences.

As a result of the analysis, it can be seen that DXC Technology takes quite strong position compared to both direct and indirect competitors. Analyzing the average categories it can be seen that the company is below the average benchmark at the following factors:

- **Online promotional channels:** It is highly important to have a wide range of online promotional channels and online platforms. Besides, online presence in social networks and content marketing is vital for
- **Brand Awareness –** Since the company is a relatively new player on the global B2B market, in order to have more stable image, the brand awareness has to be increased.
- **Another marketing activities:** in order to remain competitive and increase market share all the types of marketing activities has to be implemented;
- **Range of services:** The complexity and variety of services offered by the company is the crucial factor when it comes to analysis of indirect competitors, thus has to be improved.

3.3.2 PESTEL – analysis

PESTEL analysis provides managers with analytical information about operational problems that potentially might be faced by any company in the industry. Clear understanding the overall competitive environment will ensure investors and entrepreneurs from participating in the risky deals. As well as prevent the possible risk that arises, due to an unstable political situation or a sudden economic downturn.

Economic factors. In the first quarter of 2018, the Czech economy took a leading position among the fastest developing countries in the European Union and showed a higher average annual economic growth. Czech Republic ranked as the fifth among all EU members after Latvia, Poland, Slovenia, and Hungary. GDP tend to increase, first of all, because of the high level of domestic demand and incersing interest among of foreign investors.

The strong tendency of the economic growth of the Czech economy has been observed over the recent 4 years. However, slow down in 2018 will remain secure and above the Eurozone and EU average. The Czech economy is strongly affected by the lack of employees, which may lead to gradual salary growth. The growth of demand might be observed in the field of labor and real estate markets. Nowadays, the economy of the Czech Republic is struggling with a lack of employees. In late 2017 and early 2018, the Czech Republic had more available job positions than the labor force.

Table 5. Czech Republic: key macroeconomic indicators. Source CZSO.

Economic factor	2015	2016	2017	2018
GDP per capita (USD)	17 729	18 485	20 402	23 085
Economic Growth (GDP, annual variation in %)	4,42%	10,63%	13,30%	-10,10%
Unemployment Rate	5,00%	3,90%	2,90%	6,10%
Public Debt (% of GDP)	-5,25%	-7,88%	-5,81%	-6,10%
Inflation rate (CPI, annual variation in %)	0,31%	0,68%	2,45%	0,34%

Political and Legal factors. Political situation in Czech Republic tend to be one of the most stable among of the Countries in Western Europe. It is important to highlight that Czech legislation complies with European Union regulations. In addition, Czech trade, accounting, and bankruptcy laws comply with Western standards. In accordance with Czech legislation, the protection of property rights to investment incentives. The government does not check any foreign investment projects, with the exception of projects in the defense and banking sectors.

Technological Factors. Czech Republic is highly opened for the technological development and actively trying to improve this field. The government support events aimed at increasing public awereness of the modern technologies. This kind of event is the annual Innovation Week Czech Republic that helps to present a new inventions as well as attract international companies and investors

to the country. Besides, There are up to 35 offices of the International IT companies laded in Prague. This represents the governmental support and appropriate climate for the innovations in the country.

Social factors. Among of the social factors can be pointed the fact of the high immigration rate. There are a lot of foreigners coming to Czech Republic for living and for work. As it was underlined before, Czech republic has a high level of working place and the lack of labour force. That is the main why the foreigners move to Czech Republic. However, the emmigration rate i salso high because young people are looking for career in more developer countries.

PESTEL ANALYSIS						
PESTEL factor	Note	Potential impact	Implication			
			Time frame	Type	Impact	Relative importance
POLITICAL FACTORS						
Migration	The main countries imigratin are Ukraine, Slovakia, Vietnam, Poland, Russia, Germany, Moldova and Bulgaria in the year 2017. Total number of legal immigrants is about 493,441 as on December 2017. The number of illegal immigrants (mostly with the purpose of work), is estimated at between 40,000 and 350,000.	M	6 - 12	+	<	Critical importance
Internal political issues	Supporting information technologies developmet, improvement of information to cutomers.	M	24+	+	<	Critical importance
Demand on IT Business solutions	Demand is rising sharply, mainly is due to improving economic conditions, growing purchasing power, significant technological development.	H	0 - 6	+	<	Critical importance
ECONOMIC FACTORS						
Economic situation	Czech Republic has developed an advanced social market economy. Since the 1990s, the country belongs to the most stable economies of the post-Communist states of Europe.	H	6 - 12	+	=	Critical importance
Inflation	The avarage inflation rate in 2017 year was on the level of 2.45 per cent	L	24+	=	=	Low importance
Unemployment rate	Unemployment rate in the Czech Republic is the second lowest among of EU countries.	M	12 - 24	+	=	Importance level unknown
Competitors	There are lot of competitors operating in Czech republic for both indernal and gobal IT Services market. Demand for services is very high as well asentry barriers. Entry oppoportunities are high.	M	6 - 12	=	>	Critical importance

IT Consulting services market	Catering market in Czech Republic is well developed and saturated by both domestic and global corporations. According to research, IT consultancy market is very profitable and attracts a lot of foreigners.	M	0 - 12	+	<	Critical importance
Consumer confidence index	Czech Republic Consumer Confidence Indicator is at a current level of 3.60, the given parameter increases dramatically every year.	L	6 - 12	+	=	Low importance
SOCIAL FACTORS						
Corporate Social Responsibility	The level of awareness in terms of corporate social responsibility has a critical importance for	L	0 - 6	+	=	Critical importance
Population level	With an estimated population of 10,623,897 at April 2018, compared to 9.3 million at the beginning of the 20th century.	L	12 - 24	+	=	Unknown
Consumer attitudes and opinions	In B2B sector the customer satisfaction is determined by the fact if the B2B customer keeps on using the services of particular company. In case of DXC, that is oriented for mainly global market, the internal customer attitude has lower importance due to the wide audience worldwide	L	6 - 12	=	=	Unknown
TECHNOLOGICAL						
Expenditure for technology	The impact of technology on the expenditure that most companies in the industry can significantly increase or decrease their profits.	L	12 - 24	+	=	Critical importance
Innovations in the industry	If the DXC Technology Company identifies a new technological trend that is gaining popularity in the industry, it is vital to monitor the level of how quickly it grows and undermines the earnings of its competitors. This way the company can track innovation, either by comparing technology or by searching for an innovative alternative.	L	6 - 12	=	<	Critical importance
ENVIRONMENTAL FACTORS						

Environmental policy	Protection and sustainable use of resources, Climate protection and improvement of ambient air quality, Protection of nature and landscape, Safe environment.	L	24+	=	=	Un-important
LEGAL FACTORS						
Employment law	The main sources of the labour law are three acts: the Labour Code, the Collective Bargaining Act and the Employment Act. The area of labour law is governed by other important regulations, namely: the act stipulating further requirements for health and safety at work, the labour inspection act, the sickness insurance act and the social security act.	H	0 - 6	+	=	Critical importance
General taxation issues	Personal income tax is paid by employees and small businesses or so called self-employers. The personal income tax rate is a flat rate of 15% (22% for incomes over c. 1.2 million CZK). Employers are obliged to deduct tax advances under a payroll deduction scheme. It is possible to claim a tax exemption for a dependent child, dependent spouse etc. The highest levels of revenue are generated from income tax, social security contributions, value-added tax and the corporate tax.	H	0 - 6	-	>	Critical importance

3.3.3 Swot – analysis

Strengths. Strong distribution network: DXC Technology Company has a strong relationship with its dealers that not only provide them with supplies but also focus on promoting the company's products and training. DXC Technology Company establishes strategic partnerships with its suppliers, dealers, retailers and other stakeholders. The given strategy positively affects on brand awareness and company's income.

Skilled labor: DXC Technology Company invested heavily in the training of its employees, with the result that a large number of skilled and motivated employees worked in it. DXC Techs a diversified workforce in which people work with different geographic, racial, cultural and educational backgrounds that help the company implement a variety of ideas and business methodologies.

Entry into new markets: DXC Technology's innovative teams have allowed it to offer new products and enter new markets. In the past, it has been successful in most initiatives in new markets.

Developed website: DXC Technology Company has a well-functioning and interactive website that attracts a large amount of Internet traffic and sales. DXC Technology has a well-established IT system that ensures the efficiency of its internal and external operations.

Product portfolio: DXC Technology has an extensive product portfolio where it offers products in a wide range of categories. It has many unique product offerings that are not provided by competitors. DXC Technology owns some intellectual property rights, including trademarks and patents. This allows him

to receive exclusive rights to their products, and competitors cannot copy or reconstruct them.

Weaknesses. Market research and development: Despite the fact that DXC Technology spends more than the average research and development costs in the industry, it spends far less than a few industry players who have gained an advantage from their innovative product.

Diversification of the workforce: the workforce of DXC Technology Company focuses on both local and foreign workers. Lack of diversification makes it difficult for workers with different racial backgrounds to adapt to the workplace, which leads to a loss of talent. High turnover rate. This means that more people are leaving their jobs, and as a result, he spends more on training and development as employees continue to leave and join.

Low market share of the products: The company could not cope with the problems arising from new market participants, and lost a small market share in niche categories. the high market share is the feature of several products in a product portfolio while the majority of the products needs to increase its market share. DXC Technology must create an internal feedback mechanism directly from the local sales force to counter these challenges.

Financial planning is not performed correctly and efficiently. The current liquidity ratio and the liquidity ratio suggest that the company can use the funds more efficiently than at present. This makes the company vulnerable to external threats.

Opportunities. Internet: The tendency of increase in the number of Internet users can be observed worldwide. This means that DXC Technology Company

has the opportunity to expand its presence on the Internet, using the Internet to interact with its customers.

Social Networks: The number of users of social networks has increased worldwide. Three social networking platforms; Facebook, Twitter, and Instagram showed the most monthly active users. DXC Technology already uses social networks to promote its products. However, there is a possibility to spread the networks to another social network and implement advanced SMM strategies, in order to more effectively interact with customers and collect feedback from them directly.

Growth of economy of Czech Republic: The rise in consumer spending in the economy is likely to increase the consumption of products of the DXC Technology Company. Tax policy is an opportunity because a governmental cut in the tax rate is beneficial for the DXC Technology Company since the lower amount will be written off as a tax. Inflation was low and is expected to remain low in the next two years. This is an opportunity for the DXC Technology Company since the cost of its resources will remain low for the next two years.

New markets: Several new niche markets are growing. Cooperation and collaboration with the SME's could be a good expansion for the DXC Technology. The possibility of selling products in these markets would increase a market share as well as brand awareness level.

Skilled workers: an increase in education and training in many institutions leads to an increase in the number of skilled labor available in the country. This

means that if DXC Technology Company can hire a skilled workforce, it will have to spend less on training and development, therefore saving costs.

Globalization: Increasing globalization does not limit the DXC Technology Company in the Czech Republic. The company can extend his activities to other countries by entering these markets and taking advantage of the opportunities that exist in these markets.

Threats. Technological developments of competitors: New technological developments of several competitors in the industry potentially can be a threat to the DXC Technology Company, since customer involvement in this new technology may be lost to competitors, which reduces the overall market share of the DXC Technology Company.

Suppliers: Over the years, the market power of suppliers has increased with a decrease in the number of suppliers. This means that the cost of input resources may increase for the DXC Technology Company.

New members: many players entered the market and gained market share by increasing the interest among of the customers. This is a threat to DXC technology. The company may also lose its customers for these new members.

Increased competition: competition intensified in the industry, exerting downward pressure on prices can lead to a decrease in revenue for the DXC Technology Company, if it adapts to price changes, or to a loss of market share if this is not the case.

Increased advertising by competitors: is a threat to the DXC Technology Company. Currently, the global media space is oversaturated by advertisements. This reduces the effectiveness of advertising messages from DXC Technology Company and requires the implementation of the more sophisticated digital marketing strategies.

Table 6. IFE Matrix (Own source)

STRENGTHS				
	Internal Factors	Weight	Rating	Total
S1	Strong distribution network	0,2	4	0,8
S2	Skilled labor	0,1	3	0,3
S3	Entry into new markets	0,5	3	1,5
S4	Website	0,2	4	0,8
S5	Product portfolio	0,2	4	0,8
WEAKNESSES				
	Internal Factors	Weight	Rating	Total
W1	Market research and development	0,25	2	0,5
W2	Diversification of the workforce	0,05	1	0,05
W3	Low market share of the product	0,2	4	0,8
W4	Financial planning	0,2	4	0,8
TOTAL SCORE		1,7		5,55
OPPORTUNITIES				
	External Factors	Weight	Rating	Total
O1	Internet	0,15	4	0,6
O2	Social Networks	0,08	3	0,24
O3	Growth of economy of Czech Republic:	0,06	3	0,18

O4	New markets	0,05	3	0,15
O5	Skilled workers	0,1	3	0,3
O6	Globalization	0,03	2,5	0,075
O7	Consumer confidence index	0,1	3	0,3
THREATS				
	External Factors	Weight	Rating	Total
T1	Technological developments of competitors	0,02	2	0,04
T2	Suppliers	0,05	1	0,05
T3	New members	0,05	1	0,05
T4	Increased competition	0,1	2	0,2
T5	Increased advertising by competitors	0,05	1	0,05
	TOTAL SCORE	0,72		2,095

3.3.4 Porter's forces – analysis

Threat of New Entrants Capital requirements in the industry are high, which makes it challenging to create new enterprises since large expenditures are necessary. Capital costs are also high due to high research and development costs. Strong product differentiation in the industry, where firms in this industry sell differentiated products rather than a standardized product. Customers are also looking for differentiated products. Special attention is paid to advertising and customer service.

Government policy in the industry requires strict licensing and legal requirements before the company can begin sales. This makes it difficult for new members to join the industry, so the threat of new members becomes a weak force.

Economies of scale are hardly achievable in the field of IT consulting and outsourcing services. For those companies who have a physical production of the commodity, it is easier to achieve an economic advantage. It also increases the cost of production for new entrants.

Access to distribution networks is easy for new entrants who can easily set up their distribution channels and enter the business. With just a few outlets selling a product type, any newcomer can quickly get their product on the shelves.

Bargaining Power of suppliers. Suppliers do not struggle with other products in this industry; this means that there are no other product substitutes other than those provided by suppliers. Thus, it makes the bargaining power of suppliers a stronger force in the industry. The number of suppliers within the industry is significantly more than the buyers. Thus, suppliers have less control over prices. Products provided by these suppliers are relatively standardized, less differentiated and have low switching costs. Consequently, it is easier for buyers, such as DXC Technology Company, to change supplier which makes the bargaining power of suppliers weaker.

The industry in which DXC Technology Company operates is an important customer for its suppliers which means that the profit of the industry is closely connected with the profit of suppliers. Therefore, these suppliers must provide

reasonable prices. Suppliers pose no real threat for further integration into the industry in which the DXC Technology Company operates.

Bargaining power of buyers. Product quality is important to customers, and these customers make frequent purchase that is why industry buyers are less price sensitive. Thus, it makes the bargaining power of buyers high. There is no significant threat for buyers to take the opposite direction. Product differentiation in the industry is high, which means that buyers cannot find alternative firms producing a particular product.

It is important to say, that the number of suppliers in the industry in which the DXC Technology Company operates is much more significant than the number of firms producing products. It follows, that buyers are able to choose among of several firms, and, therefore, do not have much control over prices.

Intensity of Competitive Rivalry. The number of competitors in the IT consulting industry is significantly high. Most of the competitors are also large enterprises. Thus, competitors have a significant market share. It means that they will take part in aggressive actions in order to gain competitive positions and become market leaders.

The industry of IT consulting and outsourcing services is growing every year. Positive growth in the industry means that competitors are less likely to take act since they do not need to gain market share from each other.

Fixed costs are high in the industry in which the DXC Technology Company operates. This forces companies in the industry to operate at full capacity. It

also means that these companies cut prices when demand weakens. This makes rivalry between existing firms a stronger force in the industry.

Output barriers in the industry are particularly high due to the high investment required in capital and assets to operate. Output barriers are also high due to government regulations and restrictions. This makes firms in the industry reluctant to leave the business, and they continue to make a profit even with low profits. This makes rivalry between existing firms a stronger force in the industry.

The strategies of firms in the industry are diverse, which means that they are unique to each other in terms of strategy. This leads to the fact that they are faced with each other in relation to the strategy. This makes rivalry between existing firms a strong force in the industry.

Threats of Substitution. DXC Technology Company can focus on improving the quality of its products. As a result, buyers choose its products, which provide higher quality at a lower price than substitute products, which provide higher quality, but at a higher price. DXC Technology Company can focus on differentiating its products; this will ensure customers that the company is able to offer a better understanding of the customer's needs through market research and providing what the client wants.

Table 7. Porter's Forces analysis, overall conclusion (Own source)

Force	Intensity
Threat of New Entrants	Medium to low

Bargaining Power of suppliers	Low
Bargaining Power of Buyers	High
Intensity of Competitive Rivalry	High
Threat of Substitutes	Medium to low

As a result of Porter's forces it can be clearly seen that IT consulting and outsourcing market is quite competitive and saturated. Customers have high bargaining power due to their limited number, costs of services and a wide variety of offers that they have. Competitive Rivalry is relatively high because of market size, several competitors and specifications of services.

In order to reduce customers, bargaining power company should consider differentiating services portfolio, as well as adopting strategies for entering new markets to reach new customers, develop digital promotional strategies for attracting new customer segments, improve quality of services and strengthen the brand position on the global market.

Working on relationship management with existing clients, adopting the strategies for promotion and attracting new clients among SME's should be the primary task.

4 PROJECT OF B2B DIGITAL MARKETING STRATEGY FOR THE CHOSEN COMPANY

As a result of analysis of the DXC technologies performance it was concluded that the company takes leading positions on the global market of IT Services and has the significant level of competitiveness, thus presents the sustainable growth annually. The given information is supported by the graphs and figures.

The strategy chosen is based on the strengths and opportunities described in the work. Method concluded as aggressive digital marketing strategy based on the strategic planning and modern technologies usage. The usage of principles of consumer-driven marketing strategy, content marketing and advertising platforms. Which consists of segmentation, targeting, differentiation and positioning steps is established as the primary. The goal is increasing of brand awareness globally as well as development of a unique value proposition, that would let the company to shift to the higher competitive position.

The company should focus on maintaining strong and competitive position on the market, increasing market share and finding new market segments for its goods and services, improving internal processes, focus more on promotional activities and keep developing of modern tools for facilitation of obtaining goals.

4.1 Overall goals and objectives:

- Increase global brand awareness;
- Increase marketshare;
- Increase efficiency of the digital marketing and sales of the company
- Expand the new market segments

Table 8. The strategic goals of the project

SO1	Expand the number of customers by using internet and strong connections within the industry
SO2	Implementation of educational programs and courses for students, expand the number of internships
SO3	Expand the product portfolio, create new offers, to create customer's loyalty
SO4	Increase brand awareness globally by using up - to - date communication channels and tools
SO5	Develop the list of activities in order to create stable image and loyalty among of customers
SO6	social networks strategy developing, as well as increasing global marketing activities

4.2 Target Markets

Company size: SME's and large companies.

Strategic priority: companies can be classified also as ones that are strategic to the business future (bigger companies with long collaboration plans). For these companies focus will be done on relationship marketing, content marketing. SME's that request single services and not plan to repeat requests will be considered as more of transactional type.

Buying situation: companies will be divided into "newcomers" the ones that purchase services for the first time, existing clients that already have some modified requests "re-buyers" and those who request the same services as last time "straight re-buyers".

Marketing messages will be divided for new and existing clients, and for those that request changes and are more flexible and opened some additional services can be offered.

Company type: as target segment, it was decided to select agricultural, food producers and wine producers. Governmental Organizations and Public Sector, Consumer Goods, Services & Engineering, Manufacturing and Logistics, Retail, Utilities, Natural Resources.

4.3 Action Plan

Action Plane is created and planned to be implemented within for 6 months, after developing and implementing offered steps, the results expected within 1 year.

1. Webpage update - SEM (Search engine marketing) SEO search optimization of the web - site.
2. SMM is no less popular and is used in the social media space: blogs, forums, social networks. This resource covers a considerable audience, which can be achieved positive results and get feedback (feedback).
3. Content marketing even the lowest-cost option will be beneficial. The main thing is that it is of high quality.

4. E-mail marketing, sending non-persistent and customer-oriented messages. Promotion of a landing page for selling product or service. This should be a business card representing the product and causing the desire to purchase it immediately after viewing. Landing page should be targeted to the audience.
5. Marketing-influence, it is practical, since it is based on the creation or use of a person's authority. We offer the developing of personal Brand of the CEO of DXC Technology John Michael Lawrie. Personal Brand changes the attitude and perception of customers to the product. Consumers themselves will start looking for a particular product. Can be useful In terms of partnership: cooperation with non-competitive firms in IT consulting services industry, organize joint actions, presentations, and other events.
6. Collaboration and interaction with companies that provide digital marketing - this is a publisher, provider, distributor, digital agencies. Cooperation with them does not require significant investments, and the risks are minimal.
7. Modern digital marketing is impossible without applications from the App Store and Google Play. Refer to the technique of interaction experience (User Experience), which uses all the ways to attract consumers, clickable space and all stages of the presence of a potential client in the application. This way the increase of brand awareness as well as customer's loyalty.

4.4 Cost Analysis

Table Costs Analysis for the implementing a new aspects of the digital marketing strategy. The creating and implementing of the strategy is expected within 6 months.

Table 9. Cost Analysis (Own source)

Description	Price per 1 month/1 unit	Costs EUR 6 months
Current Market Situation analysis - Data collection and acquisition	One – time purchase	5 000
Employees - Hiring of professionals to deliver Staff training sessions withing marketing department - The training sessions itself	5000 1 000	12 000 3 000
Software costs/Annual subscriptions - Accuisition of Software - Staff training sessions - Software maintenance service	One – time purchase of service pack	17 000
Operational costs - Signing contracts on new cervices with certification bodies	One – time purchase	4 500
Web-site - Web-site development		70 200

<ul style="list-style-type: none"> - Content development - Content translation (case studies and success overview) 	<p>4900</p> <p>3 500</p> <p>3 300</p>	
<p>Online marketing campaigns</p> <ul style="list-style-type: none"> - Google Adwords campaign - Yandex direct campaign - Other online advertising 	<p>-</p> <p>-</p> <p>-</p>	35 000
<p>Events organization</p> <ul style="list-style-type: none"> - Producing stands and promotional materials for exhibitions - Organization of a conference for potential customers 	<p>-</p> <p>-</p> <p>-</p>	7 000
Total Costs		153 700
Everage time for the implementation		6 months

It can be seen from the table, that the costs analysis was made for the Large enterprise and calculated for the 6 months. The expences estimated are lower that the everage price for digital marketing within the large enterprise.

CONCLUSION

The aim of the given project was developing the digital marketing strategy for B2B company that operates in the global market of IT consulting services. The main scope of work was developing a B2B digital marketing strategy using strategical marketing tools and effective digital advertising platforms in order to increase global brand awareness. Regarding digital marketing activities, the company has an international corporate website, and it also actively participates in e-mail marketing, sending out updates to current and potential customers about current special offers, upcoming events, and corporate achievements. However, DXC understands that the unique opportunities that the Internet offers to the business at present are not used effectively by the company. As a result of research, the following strategic improvements were offered

- Expand the number of customers by using internet and secure connections within the industry;
- Implementation of educational programs and courses for students, expand the number of internships;
- Expand the product portfolio, create new offers, to create customer's loyalty;
- Increase brand awareness globally by using up - to - date communication channels and tools
- Develop the list of activities in order to create a stable image and loyalty among customers
- Social networks strategy developing, as well as increasing global marketing activities

In order to implement the offered digital marketing strategy, the action plan was developed. The action plan that includes 7 main steps were offered. The implementation of the digital marketing strategy will take up to 6 months and the first results should be visible by the end of the year.

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LIST OF ABBREVIATIONS

1. B2B Business-to-Business
2. B2C Business-to-Customer
3. CRM Customer relationships management
4. EFE External Factors Evaluation
5. GDP Gross Domestic Product
6. IFE Internal Factors Evaluation
7. ISO International Organization of Standardization KPI Key Performance Indicators
8. PESTL Political, Economic, Social, Technological, Legal
9. SWOT Strengths, Weaknesses, Opportunities, Threats

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APPENDIXES

APPENDIX I: PORTER'S FIVE FORCES – DESCRIPTION (MINDTOOLS.COM, 2016)



APPENDIX II: PORER'S FORCES ANALYSIS (SOURCE: GERRY JOHNSON, KEVAN SCHOLES, RICHARD WHITTINGSTON, 2009)

