

A Project to Improve the Product Marketing Communication Strategy for selected company in the Czech Market

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ABSTRAKT

Hlavním tématem diplomové práce je zlepšení marketingové komunikační strategie produktů vybrané společnosti působící na českém trhu. Cílem práce je vytvořit projekt obsahující novou marketingovou komunikační strategii, která podpoří vnímání vybraných produktů společnosti v českém prostředí. Práce zahrnuje několik analýz, včetně SWOT analýzy, 5C analýzy, analýzy současného stavu marketingové komunikace produktů a analýzy konkurence. Dále jsou součástí práce prodejní analýza produktů, která slouží k nastavení cílů pro rok 2025, marketingový plán a analýza klíčových slov (SEO) za účelem optimalizace webových stránek jako jednoho z hlavních komunikačních kanálů firmy. Výsledky těchto analýz přispějí k vytvoření nové komunikační strategie produktů, která je představena v praktické části projektu.

Klíčová slova: Marketingová komunikace, Komunikační mix, Lead management, Marketingový plán, Komunikační strategie

ABSTRACT

The master thesis focuses on developing an improved marketing communication strategy for products of a selected company operating in the Czech market. Its primary objective is to design a new marketing communication strategy that enhances the perception of the company's selected products within this market. The thesis involves various analyses, including a SWOT analysis, 5C analysis, an evaluation of the current state of product marketing communication, and a competitive analysis. Additionally, it includes a sales analysis to inform goal-setting for 2025, the development of a comprehensive marketing plan, and a keyword analysis (SEO) aimed at optimizing websites as one of the company's primary communication channels. The findings of these analyses will contribute to establishing a revised communication strategy for the company's products.

Keywords: Marketing communication, Communication mix, Lead management, Marketing plan, Communication strategy

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INTRODUCTION

The selected company operates as a strategic global partner specializing in tooling and equipment solutions. It provides high-quality, reliable tools and pioneering innovations through two flagship brands, as well as other leading partner brands, thereby offering customers the convenience of sourcing products from a single source. This master's thesis is dedicated to developing a project aimed at enhancing the product marketing communication strategy for the selected company within the Czech market. The primary objective is to design a marketing communication strategy that improves the perception and awareness of selected products among target customers in the Czech market.

The theoretical component of the thesis presents fundamental concepts related to marketing communication and product communication strategies. It further incorporates relevant marketing models, including those concerning segmentation, targeting, and positioning (STP), alongside RFM analysis, which examines the purchasing behaviours of existing customers to facilitate the development of more customer-centric messaging. The theoretical insights serve as a foundation for the subsequent practical application.

In the current dynamic and rapidly evolving market environment, it is imperative for organizations to remain attuned to prevailing trends. Given the extensive competition offering similar products and services, the formulation of an effective marketing communication strategy is critical for attracting new customers, nurturing existing relationships, and providing targeted solutions to emerging customer needs. This thesis includes an analysis of the current state of marketing communication within the selected company, complemented by a competitive analysis. Insights derived from these analyses are intended to inform decision-making processes regarding the establishment of a new marketing communication strategy. Furthermore, the thesis incorporates a SWOT analysis and a 5C analysis. The SWOT analysis identifies the company's internal strengths and weaknesses, as well as external opportunities and threats, whereas the 5C analysis provides a broader contextual framework for strategic decision-making.

An evaluation of customer experience and satisfaction concerning the company's services and product portfolio is also undertaken and is closely aligned with the SWOT analysis. In addition, recognizing the critical role of lead generation and management in contemporary business operations, the thesis examines the selection and effectiveness of

communication channels in generating new leads, thus ensuring a comprehensive approach to lead management within the practical framework.

The practical part of the thesis centres on the development of a project aimed at refining the marketing communication strategy for the selected products of the chosen company in the Czech market. This section presents specific recommendations for improvement and includes a detailed analysis of project timelines, costs, and associated risks.

OBJECTIVES AND METHODS OF THESIS DEVELOPMENT

The primary objective of this thesis is to develop a project aimed at improving the product marketing communication strategy for a selected company operating in the Czech market. The purpose of enhancing the marketing communication strategy is to expand brand awareness, achieve exponential growth of selected products among targeted customer groups, acquire new customers, increase the e-shop conversion rate, and strengthen the company's market share within the Czech market.

The partial objectives of this thesis include proposing a new marketing communication strategy for the selected products, identifying suitable communication mix tools, and implementing them, with a particular emphasis on online marketing communication.

The main methods employed involve monitoring key competitors regarding their marketing communication strategies for similar products. The methodological framework includes a SWOT analysis, a 5C analysis, and an assessment of the current state of the selected company's marketing communication activities.

An integral part of the research is the sales analysis, which assists in identifying the products that should be prioritized within the marketing communication plan for 2025. Additionally, keyword analysis plays a crucial role, serving as a basis for search engine optimization (SEO) efforts.

The analysis of the selected company's current marketing communication was conducted using internal sources, particularly focusing on the availability of marketing materials, the design and selection of price promotions and innovations, the utilized communication channels, and an overview of the services related to the relevant product groups. Subsequently, a comparative analysis between the selected company and its competitors was carried out. This comparison evaluates marketing activities, identifies opportunities for differentiation, and highlights areas of competitive strength and weakness.

The SWOT analysis, particularly concerning strengths and weaknesses, was based on the results of a questionnaire survey targeting customer satisfaction with the company, its product portfolio, and the services provided. Strengths identified through this process are intended to be integrated into the communication and messaging strategies for the selected products. The data utilized for this analysis were sourced from internal market research conducted by the company. Opportunities and threats were identified through a PESTEL analysis, developed as part of the broader 5C analysis. The sales analysis was conducted

using primary data provided by the company's product management team. Due to the high confidentiality of the data, only the final conclusions of the analysis are presented, offering insights into the main products on which the company will focus its marketing communication efforts in the upcoming year. Keyword analyses were conducted using tools such as Google Search Console and the Sistrix application to optimize search engine visibility.

The final project developed to improve the marketing communication strategy for the selected company's products was subjected to a cost, time, and risk analysis to ensure its feasibility and effectiveness.

I THEORETICAL PART

1 MARKETING COMMUNICATION

This chapter explores the concept of marketing communication, beginning with its definition and progressing to an examination of strategic marketing planning and the marketing mix. It provides an in-depth analysis of the marketing communication mix, outlining its constituent tools and highlighting the distinctions between traditional communication methods and contemporary digital communication tools. Furthermore, the chapter investigates established marketing communication models, with particular attention to the AIDA and DAGMAR framework.

1.1 Definition of marketing communication

According to Baines, Paul; Fill, Chris and Page, Kelly (2019, p. 264), marketing communication is categorized under the promotional component of the marketing mix, focusing on promoting the company's brand or its offerings across products or services. The nature of marketing communication varies depending on the target market. B2C marketing communication differs significantly from B2B communication, primarily due to the limited use of mass media in B2B markets, which are generally smaller than consumer markets. Both types of markets employ advertising to convey messages that influence attitudes and behaviors, enhance perceptions of the company, and increase knowledge about its products or services (Zimmermann, Blythe, 2014, p. 294).

The primary goals of marketing communication include delivering information, fostering awareness of the company and its products or services, persuading customers, and generating interest in the company's offerings. It also serves to differentiate similar products, reinforce messages, and provide control. Additionally, marketing communication should offer value to customers and aim to be engaging and entertaining (Copley, Paul, 2018, p. 8).

Zimmermann and Blythe (2014, p. 300) assert that developing a marketing communication program is an essential first step in designing targeted communication strategies for specific audiences in B2B markets, as illustrated by the scheme titled "Marketing Communication Program."

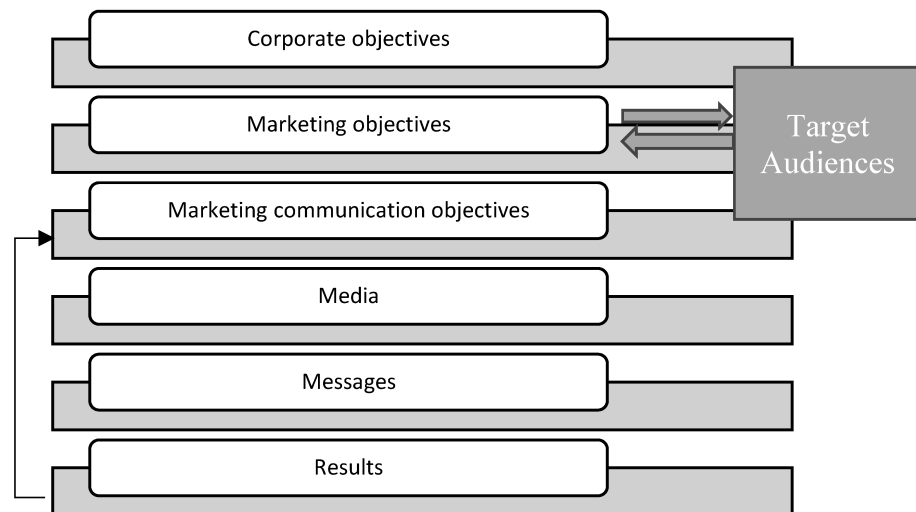


Figure 1: Marketing Communication Program

(source: Zimmermann and Blythe, 2014, p. 302)

First, marketing objectives aligned with corporate goals must be established. It is not advisable to use vague, unmeasurable objectives, as they make it difficult for the marketing communication manager to determine whether the campaign achieved its goals upon completion. Zimmermann and Blythe (2014, p. 302) recommend setting measurable objectives, such as “Increase the sales of product XY by 20%.” Simultaneously, the target audience should be identified. Once objectives are set and target groups are defined, the appropriate marketing communication channels must be selected. B2B audiences have distinct needs compared to B2C, making it crucial to address the consumer's current challenges and obstacles within their organization (Zimmermann and Blythe, 2014, p. 301). After selecting the media and crafting a compelling message, the evaluation phase begins post-campaign. Managers can then compare the results against the objectives to assess the return on investment. If necessary, optimization of the campaign is undertaken (Zimmermann and Blythe, 2014, p. 301).

1.2 Strategic Marketing Plan

Jakubíková, Dagmar, and Janeček, Petr (2023, p. 87) define strategic planning as a systematic and rational evaluation of market and business tasks derived from overarching business and marketing goals. Strategic planning encompasses several critical steps that companies must consider to achieve their objectives. These steps begin with a situational analysis accompanied by a future prognosis, followed by the establishment of marketing objectives, the formulation of marketing strategies to achieve these goals,

and the development of marketing programs and budgets. The process concludes with the evaluation and monitoring of campaign performance. This final stage aids in revising goals, refining strategies, and optimizing programs.

According to Hadzhi, Minure, Kerimova et al. (2024, p. 4), the effectiveness of a marketing strategy is closely tied to its alignment with consumer needs and demands, as well as the capabilities and resources of the implementing enterprise.

1.3 Marketing mix

According to Copley, Paul (2018, p. 2) the fundamental marketing concept focuses on identifying and satisfying customer needs through marketing activities to achieve predefined objectives. This concept is traditionally based on the 4P's of the marketing mix, though modern approaches incorporate the 7P's. Marketing communication is described as a broad form of communication relevant to marketing.

Taylor, Heidi (2017, p. 106) identifies four essential elements of marketing: brand, strategy, customers, and measurement. Understanding these fundamentals alongside the 4P's is crucial. The marketing mix is viewed as a set of actions designed to enhance brand awareness, promote products or services, and engage customers. Taylor (2017, p. 107) also notes that the 4P's have grown in complexity, leading to the adoption of the 7P's, which often integrate with the 4C's customer-centric approach.

Hall, Simon (2017, p. 13) describes the marketing mix as a framework for strategizing, planning, and executing marketing activities. It can serve as a checklist for marketing departments during strategy development and implementation, while also improving internal communication.



Figure 2: 7Ps marketing mix

(source: Taylor, Heidi, 2017, p. 108)

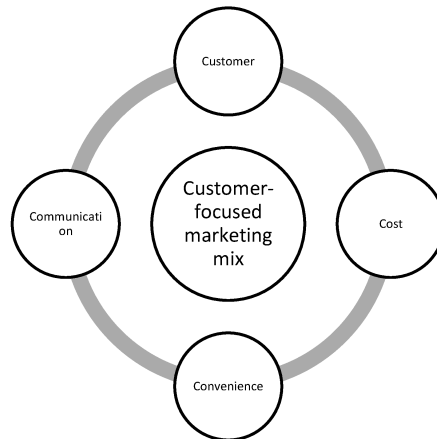


Figure 3: 4Cs marketing mix

(source: Taylor, Heidi, 2017, p. 108)

1.3.1 Product

According to Taylor, Heidi (2017, p. 108), products are designed to address customer problems and fulfill their needs. An integral aspect of this process is offering solutions with a competitive advantage, emphasizing the importance of differentiation from competitors. From a modern perspective, Mada, Yudhi Prasetya (2024, p. 42) integrates products into the domain of experiences using the 4Es framework, which aligns with the 4P:4C customer-centric model. This approach highlights that products are no longer perceived merely as commodities but as means to deliver memorable experiences to customers.

1.3.2 Price

Customer satisfaction is increasingly crucial, with Mada, Yudhi Prasetya (2024, p. 38) likening it to evangelism. Satisfied customers can evolve into brand advocates by sharing their positive experiences, thereby enhancing brand awareness. Selecting appropriate channels is essential for decisions regarding the distribution, positioning, and sale of tangible products or intangible services. It also plays a significant role in engaging with and interacting with customers effectively (Taylor, Heidi, 2017, p. 109).

1.3.3 Promotion

The final element of the traditional 4Ps, promotion, is regarded as a tactical component. Its primary goal is to differentiate the offerings and generate demand for them (Taylor, Heidi, 2017, p. 109).

1.3.4 People

Taylor, Heidi (2017, p. 110) emphasizes the role of people as a crucial component of the marketing mix. This category encompasses the entire spectrum of individuals involved in creating value for customers, including both internal personnel and the target audience to whom products or services are sold.

1.3.5 Processes

The resources, support systems, and processes within an organization play a vital role in determining its ability to deliver services, including marketing. Processes address key aspects such as human resource requirements, financial capacity, and the skills essential for creating a lasting customer experience. They also focus on the utilization of available systems and technology to optimize service delivery (Taylor, Heidi, 2017, p. 110).

1.3.6 Physical evidence

According to Taylor, Heidi (2017, p. 110), physical evidence can refer to tangible locations such as stores or buildings. However, from a marketing perspective, it primarily relates to customer feedback and references following the consumption of a product or service. It centers on customer perception and serves as a tactical element within the marketing mix.

1.4 Marketing Communication Mix

The marketing communication mix serves as a strategic tool employed by companies to persuasively convey customer value and foster strong customer relationships (Kotler, Philip; Armstrong, Gary and Balasubramanian, Sridhar, 2024, p. 436). Mada, Yudhi Prasetya (2024, p. 38) describes the marketing mix as comprising product, price, place, and promotion, integral to both marketing theory and practice. Kotler, Philip; Armstrong, Gary; Balasubramanian, Sridhar (2024, p. 437) highlight the evolving communication landscape and the importance of integrated marketing communication (IMC). IMC represents a sophisticated approach to mass media communication, aimed at promoting standardized products to targeted customer segments. It emphasizes the integration and coordination of organizational communication channels to deliver consistent and impactful brand messaging, resulting in enduring customer engagement. As customers are inundated with content from competing brands, there is a growing need for synchronized

communication channels and consistency in clear messaging. This is achieved through a blended mix of promotional tools, as outlined in the referenced scheme.

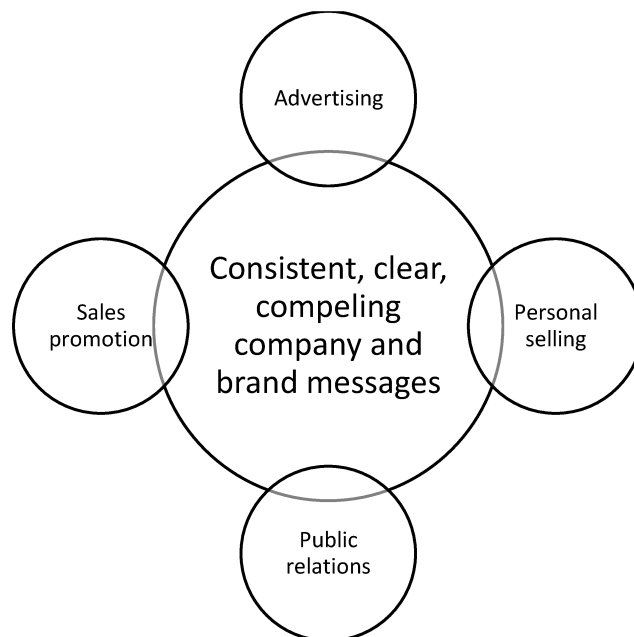


Figure 4: Mix of promotion tools

(source: Kotler, Philip; Armstrong, Gary; Balasubramanian, Sridhar, 2024, p. 438)

Baines, Paul; Fill, Chris; Page, Kelly (2019, p. 281) identify three main components of the marketing communication mix: tools, media, and elements. The tools within the mix include advertising, sales promotion, direct marketing, public relations (PR), and personal selling. Wulansari, Nidia, and Tambunan, Halomoan Tigor (2024, p. 62) describe the marketing communication mix as a strategy that combines tactics such as advertising, PR, sales promotion, and direct selling to build brand awareness and influence customer perceptions. Additional elements can include packaging design or customer service, which further enhance the overall strategy.

1.5 Traditional marketing communication mix

Marketing communication comprises public relations, advertising, sales promotion, and personal selling, as illustrated in the scheme "Mix of Promotion Tools" above. Additionally, other crucial factors must be taken into account, as they influence the selection and application of the promotional tools, as demonstrated in the scheme "B2B Marketing Communication Mix" below (Zimmermann and Blythe, 2014, p. 303).



Figure 5: B2B marketing communication mix

(source: Zimmermann and Blythe, 2014, p. 302)

According to Mada, Yudhi Prasetya (2024, p. 40), the traditional marketing mix, centered on the 4Ps, as previously discussed in the above subchapter, serves as a foundational concept. However, with markets becoming more dynamic than ever, there is a growing shift towards a customer-centric approach. This approach emphasizes the 4Cs: customer (product), cost (price), communication (promotion), and convenience (place).

1.6 Modern marketing communication mix tool

According to Kotler, Philip; Armstrong, Gary and Balasubramanian, Sridhar (2024, p. 437), marketing communication has undergone significant transformation compared to previous years. With markets evolving rapidly and customers becoming increasingly informed through digitalization, marketers are shifting their focus towards micromarkets and tailoring their strategies to specific areas. This contrasts with the earlier reliance on mass media communication. The digital era provides a broader range of communication tools and platforms, with digital and social media offering enhanced opportunities for precise targeting, interactive, and engaging marketing communication models.

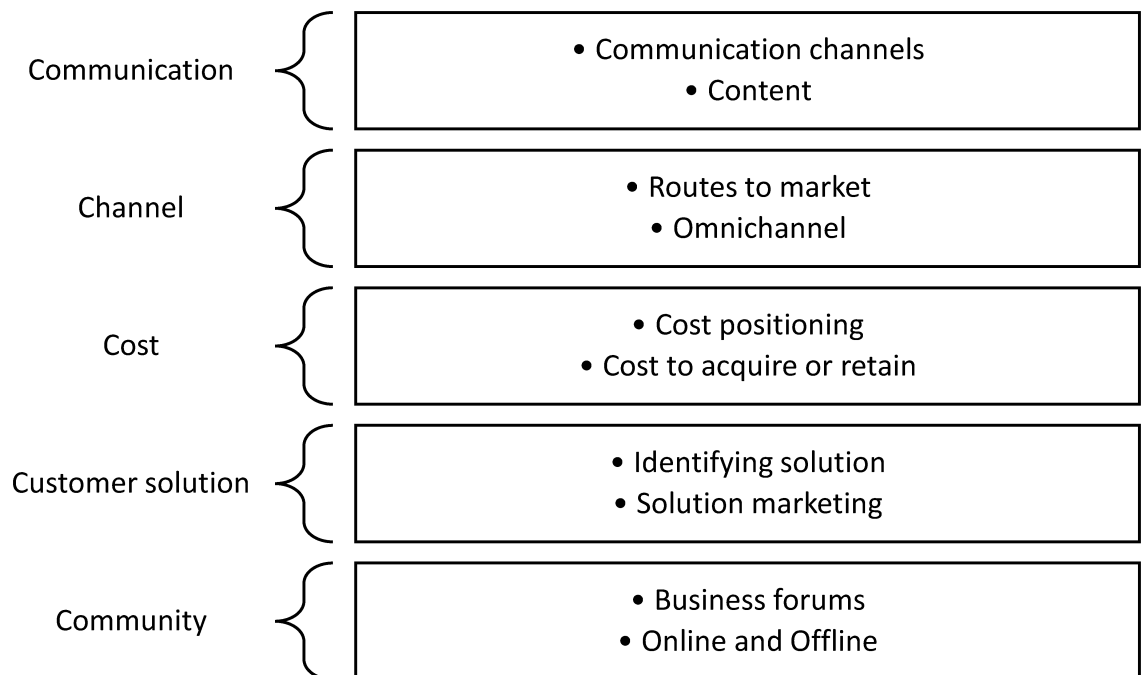


Figure 6: The new marketing mix

(source: Hall, Simon, 2017, p. 16)

According to Hall, Simon (2017, p. 13), the marketing mix, closely aligned with the marketing communication mix, is a framework used for strategizing, planning, and executing marketing activities. Initially, the concept was centered on delivering the right product to the right place at the right time, encapsulated in the 4Ps. However, in the context of modern marketing communication, there is a growing need to adopt a customer-centric approach. Despite these changes, one core principle remains unchanged: meeting customer needs remains the ultimate priority.

Angelini, D. Gianni (2024, p. 113) explains that marketing communication strategy falls within the promotion component of the marketing mix. It plays a critical role in conveying key values to customers and persuading them to make a purchase. The communication strategy may include advertising as a medium for presentation and promotion, serving as an important source of information for customers. Other components of the strategy include sales promotion and publicity.

Dimitriadis, Nikolaos; Dimitriadis Jovanovic, Neda; and Ney, Jillian (2018, p. 171) describe communication as a brand's core message and personality, conveyed through various channels and strategies. The communication mix consists of multiple forms of communication employed by a brand to create meaning for its offerings and influence the purchasing behavior of target groups. Five essential promotional tools to consider when

promoting products or services include advertising, personal selling, public relations, direct marketing, and sales promotion (Dimitriadis, Nikolaos; Dimitriadis Jovanovic, Neda; and Ney, Jillian, 2018, p. 200).

1.7 Marketing communication model

According to Kotler, Philip; Kartahayam Hermawan; and Den Huan, Hooi (2017, p. 175), companies should focus on three key dimensions of marketing architecture: a. Strategy, b. Tactics, c. Values. The subsequent step involves targeting specific market segments based on the competitive landscape and the company's advantages. Following this, the company must position itself and its products in the minds of customers. Effective positioning relies on strong differentiation, which is then integrated into the marketing mix.

Baines, Paul; Fill, Chris; and Page, Kelly (2019, p. 268) identify several communication models, including the linear model, the two-step model, and the interactional model of communication.

1.7.1 AIDA model

Baines, Paul; Fill, Chris; and Page, Kelly (2019, p. 283) describe the AIDA model as a widely recognized and extensively utilized framework. This model outlines the stages within the hierarchy of effects, which are illustrated in the scheme below.

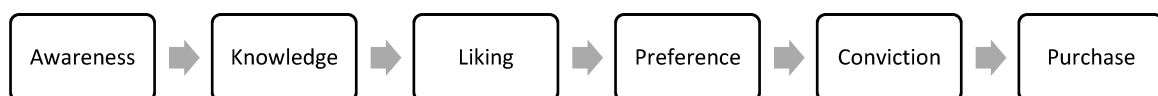


Figure 7: Stages in the hierarchy of effects model

(Baines, Paul; Fill, Chris; Page, Kelly, 2019, p. 283)

According to Hague, Nick, and Hague, Paul (2018, p. 82), the AIDA model is a communication framework representing the stages of Awareness, Interest, Desire, and Action. However, it extends beyond this basic structure. Companies should also consider a high-level customer journey map, which includes the following stages:

- **Awareness:** Focuses on how customers first become aware of the company and its offerings. This stage emphasizes corporate branding, corporate social responsibility (CSR), word-of-mouth promotion, and overall public and potential client perception of the company. (Hague, Nick, and Hague, Paul, 2018, p. 82)
- **Interest:** Explores how customers develop an interest in engaging with the company. This involves examining the promotional materials, prospect materials, and special offers provided by the company. (Hague, Nick, and Hague, Paul, 2018, p. 82)
- **Decision:** Centers on the factors that help customers decide to do business with the company. (Hague, Nick, and Hague, Paul, 2018, p. 82)
- **Service Set-Up:** Involves the company's processes for onboarding new customers, including site visits or assessments. (Hague, Nick, and Hague, Paul, 2018, p. 82)
- **Service Delivery:** Encompasses activities such as placing orders via phone, fax, or email, delivering products, and handling customer service communications. (Hague, Nick, and Hague, Paul, 2018, p. 82)
- **Relationship Strengthening:** Focuses on actions aimed at fostering long-term relationships and delighting customers. This could include business development efforts, free service extras, promotional support, or face-to-face visits. (Hague, Nick, and Hague, Paul, 2018, p. 82)
- **Concern:** Addresses how the company manages customer concerns and complaints, including complaint resolution processes. (Hague, Nick, and Hague, Paul, 2018, p. 82)
- **Leave Factor:** Examines what steps the company takes when a customer decides to leave. (Hague, Nick, and Hague, Paul, 2018, p. 82)
- **Return:** Concentrates on strategies to win back former customers, answering the question, "How can we regain lost customers?" (Hague, Nick, and Hague, Paul, 2018, p. 82)

1.7.2 Model DAGMAR

According to Daj, Alexis and Chirca Andreea (2009, p. 39), the DAGMAR model was developed to establish measurable objectives for each stage of the communication process. It aids the target group in building an understanding of the company and its offerings while emphasizing campaign measurement and evaluation. The model outlines four levels of understanding:

- **Awareness:** Recognizing the company, brand, products, or services.
- **Comprehension:** Gaining an understanding of the offerings.
- **Conviction:** Developing the belief or motivation to purchase the product or service.

- **Action:** Making the purchase decision and completing the transaction.

1.7.3 The Linear model of communication

According to Baines, Paul; Fill, Chris and Page, Kelly (2019, p. 268) the linear model is considered a fundamental framework for mass communication. It is referred to as "linear" because each phase of the model occurs in a specific sequence, creating a clear progression. The process begins with the source, often a company, identifying the issue that necessitates the transmission of a message. This is followed by the **encoding phase**, where the company selects appropriate words, images, symbols, and/or music to represent the intended message. This encoded message is then transmitted through specific communication channels.

When the recipient receives the message, the process is referred to as **decoding**, which involves the recipient interpreting and assigning credibility to the message. The final phase is **feedback**, during which marketers assess whether the recipient has accurately decoded and understood the intended meaning of the message. Monitoring feedback ensures that the communication has been effective (Baines, Paul; Fill, Chris and Page, Kelly, 2019, p. 268).

1.7.4 The Two-step model of communication

While the linear one-step model is designed to directly communicate messages to a specific target group, the two-step model is more complex, as it incorporates personal influence between individuals. This model demonstrates the flow of information through various media channels to a target audience, which other members consult for insights. A key distinction in the two-step model is the involvement of influencers, who act as opinion leaders or formers to shape perceptions and behaviors (Baines, Paul; Fill, Chris; Page, Kelly, 2019, p. 270).

1.7.5 An Interactive model of communication

The interactive communication model combines elements from both the linear and two-step models into a unified framework. While the linear model focuses on direct communication from the company to customers, the interactive model utilizes various channels to engage with customers, allowing information to flow in multiple directions (Baines, Paul; Fill, Chris; Page, Kelly, 2019, p. 271).

2 PRODUCT MARKETING COMMUNICATION STRATEGY

This chapter explores the realm of product marketing communication strategies, which are vital for achieving success and capturing the interest of targeted audience groups through specific campaigns. It delves into the product lifecycle, a fundamental component of marketing activity. The strategy is designed to deliver customer value, leading to a detailed examination of customer value-driven marketing strategies. A key subsection focuses on the STP model, which addresses segmentation, targeting, and positioning as integral aspects of the strategy. Additionally, understanding the purchasing behavior of existing customers is emphasized, supported by the use of the RFM model.

2.1 Concept

A product marketing communication strategy plays a crucial role in achieving success in engaging with the target audience. In today's era of bloated information flow, communication strategies must be meticulously crafted to effectively deliver impactful messages to the intended audience. Marketing communication strategies are vital for shaping consumer perception, building brand awareness, and driving potential purchase conversions (Rizky, Ghina Khusnul Zulfikar and Majid, Nurkholish, 2023, p. 2601).

According to Kotler, Philip; Kartahayam Hermawan; and Den Huan, Hooi (2017, p. 125), the concept of positioning is central to marketing strategy. A product or service itself can be considered a strategic element. Hakim, Ikhwanul (2023, p. 80) highlights that after segmenting customers into distinct groups, the next step is targeting. Targeting involves selecting specific customer groups and delivering the right message at the right time, a process referred to as positioning.

2.1.1 Product lifecycle

The product is a fundamental element of any marketing activity, designed to fulfill the wishes, needs, and expectations of customers. Product communication should be structured in a way that offers customers a solution to their problems. Within the market environment, products progress through four phases, each presenting unique opportunities and threats in terms of profitability. Consequently, it is essential to adapt marketing strategies to align with the product's life cycle (Jakubíková, Dagmar and Janeček, Petr, 2023, p. 236).

Baines, Paul; Fill, Chris; and Page Kelly (2019, p. 206) elaborate on the five stages of the product life cycle, emphasizing that sales and profits fluctuate depending on the

product's stage. The product life cycle includes the following phases: introduction, growth, maturity, and decline.

2.1.2 Customer Value-Driven marketing strategy

According to Kotler, Philip; Armstrong, Gary; and Balasubramanian, Sridhar (2024, p. 216), four essential steps must be taken into account when developing a customer value-driven marketing strategy, as illustrated in the scheme below.

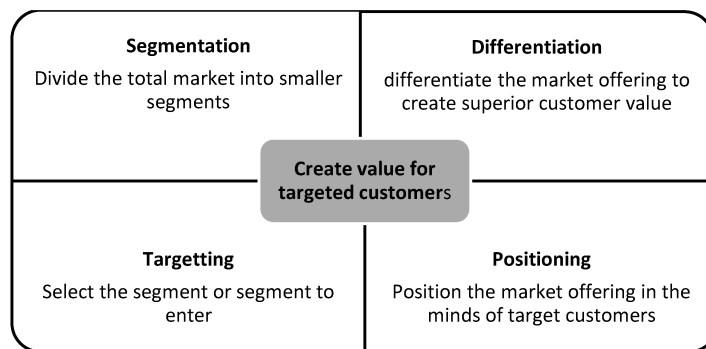


Figure 8: CVD Marketing strategy

(source: Kotler, Philip; Armstrong, Gary; Balasubramanian, Sridhar, 2024, p. 216)

2.2 STP model

Rungruang, Chongkolnee; Riyapan, Pakwan, and colleagues (2023, p. 1) describe the STP model, which focuses on segmentation, targeting, and positioning, as a key approach for creating customer value and enhancing the perception of products or services in the market. The model aims to differentiate market segments, enabling businesses to target specific companies with concrete interests in their offerings, a process referred to as positioning.

According to Cortez, Mora Roberto; Clarke, H. Ann; and Freytag, V. Per (2025, p. 2), the STP framework is an essential component of B2B segmentation and plays a pivotal role in marketing strategies. To ensure effective targeting, businesses first deploy segmentation efforts to categorize customers into distinct groups. Once segmented, companies focus on targeting these groups with relevant information regarding their offerings. Finally, they implement proper positioning of messages related to specific products or services, which helps them gain loyal and frequent customers (Ondondo, Anyango Rosslynem, 2023, p. 7).

2.2.1 Segmentation

Market segmentation is the process of dividing customers into smaller groups based on their needs and preferences, enabling businesses to offer tailored solutions to address their problems. In today's dynamic era, segmentation is critical for enhancing competitiveness and developing efficient marketing strategies to achieve internal goals (Nugroho, Ari Dony, 2024, p. 2). Companies can follow various criteria for segmentation.

Hakim, Ikhwanul (2023, p. 1) describes segmentation as a strategic approach aimed at identifying new opportunities in the market through the segmentation, targeting, and positioning (STP) model. According to Li, Xiaotong and Lee, Sook Young (2024, p. 3), addressing customer classification involves considering multiple factors, such as employing a net present value evaluation system.

Xiao, Mengzhen; Xu, Yongchao; and Gao (Zekai, 2024, p. 10) highlight customer segmentation as a technique that helps businesses understand customer needs and offer personalized products to solve their problems. Similarly, Rungruang, Chongkolnee; Riyapan, Pakwan, and colleagues (2023, p. 2) define customer segmentation as the grouping and subgrouping of customers based on shared characteristics. Common segmentation types include demographic, geographic, psychographic, and behavioral segmentation, which are widely utilized today.

Cortez, Mora Roberto; Clarke, H. Ann; and Freytag, V. Per (2025, p. 2) view segmentation as a foundational step in marketing strategy and a key component of the STP model. Segmentation plays a vital role because the needs of each segment directly influence and shape marketing programs. They further describe segmentation as a decision-making process where customers are classified into specific groups (Cortez, Mora Roberto; Clarke, H. Ann; and Freytag, V. Per, 2025, p. 2).

Cao, Li; Li, Sirui; and Wang, Hao (2024, p. 5) add that consumers can be divided into several market segments, each with unique personalities and consumption characteristics.

Demographic Segmentation

Demographic segmentation involves dividing the market based on measurable characteristics of customers, such as age, gender, income, education, or job position. Understanding these factors allows companies to gain a better overview and position their products more effectively to meet customer needs (Nugroho, Ari Dony, 2024, p. 2).

Geographical Segmentation

According to Nugroho, Ari Dony (2024, p. 3), geographical segmentation divides customers into groups based on their location. Each country, region, or locality exhibits distinct values, behaviors, and lifestyles, requiring companies to tailor their offerings to the specific needs and preferences of customers in each market. Examples of geographical segmentation include divisions based on country, region, cities, small towns, or even climate conditions.

Psychographic Segmentation

Psychographic segmentation categorizes the market according to customer lifestyles, personalities, and values. Lifestyle preferences significantly influence customer decision-making. For instance, a customer preferring high-quality branded products may prioritize higher-priced items, while another individual might choose innovative or more traditional and conservative products based on personal preferences (Nugroho, Ari Dony, 2024, p. 3).

Behavioral Segmentation

Behavioral segmentation focuses on how customers interact with a product or service. Key aspects include purchasing patterns, product benefits, usage levels, user status, and brand loyalty. According to Nugroho, Ari Dony (2024, p. 3), user status can be differentiated into: Potential Users, First-Time Users, Loyal Users. Businesses must customize marketing strategies to attract both new and existing users while building customer loyalty.

2.2.2 Targetting

According to Jakubíková, Dagmar and Janeček, Petr (2023, p. 179), targeting refers to the evaluation and selection of target markets. It is a process in which companies assess the attractiveness of potential market segments and determine where to invest their resources. Kotler, Philip; Keller, Lane Kevin; and Chernev, Alexander (2021, p. 59) emphasize that target markets, along with a clear value proposition, are fundamental components of a marketing strategy. They further highlight that strategic targeting involves designing products or services specifically for target groups to better meet their needs compared to competitors (Kotler, Philip; Keller, Lane Kevin; and Chernev, Alexander, 2021, p. 147).

Yadav, Satyender and Kumari, Vandana (2024, p. 454) state that the efficiency of a targeting strategy is assessed based on the level of customer engagement and the awareness it generates.

2.2.3 Product positioning in the market place

According to Nugroho, Ari Dony (2024, p. 2), product positioning, along with segmentation, is a vital step in enhancing the competitiveness of products within a chosen market. Positioning focuses on placing products, services, or brands in the minds of customers. One method to boost competitiveness is conducting a SWOT analysis, which enables companies to evaluate their current position, identify strengths and weaknesses, and prepare strategic improvements. Chapter 3 delves deeper into marketing situational analysis, including SWOT analysis.

Kotler, Philip; Kartahayam Hermawan; and Den Huan, Hooi (2017, p. 128-129) highlight that positioning requires a strong effort in designing products or brands to make a lasting impression on potential customers. The result of effective positioning is an enhanced value proposition that persuades customers to buy. It involves five critical elements:

- Target Market,
- Brand Name,
- Frame of Reference,
- Point of Differentiation,
- Reason to Believe.

Baines, Paul; Fill, Chris; and Page Kelly (2019, p. 165) describe the STP (Segmentation, Targeting, and Positioning) process as a key driver of competitive advantage. It provides focus and direction for marketing strategies, including targeted promotions. Similarly, Jakubíková, Dagmar; and Janeček, Petr (2023, p. 180) view positioning as the way a company is perceived by customers, emphasizing its differentiation from competitors and the relationships it fosters with suppliers, customers, and partners.

2.3 RFM model

According to Tang, Zhu; Jiao Yang; and Yuan Mingmin (2024, p. 3), customer classification can be conducted using the RFM analysis method, which combines data on the most recent consumption time, frequency, and monetary amount. The calculation of RFM follows a specific equation, as detailed in the source.

$$RFM = RS * 100 + FS * 10 + MS * 1$$

Figure 9: RFM calculation

(source: Tang, Zhu; Jiao Yang and Yuan Mingmin, 2024, p. 3)

RS refers to the last consumption time, FS represents the frequency of purchases, and MS indicates the monetary value or the total amount spent.

According to Riyapan, Pakwan and colleagues (2023, p. 3), the RFM model stands for recency, frequency, and monetary value analysis. It falls under behavioral segmentation, utilizing quantile methods to group customers into five distinct categories. This model focuses on analyzing the behavior of existing customers to identify the most valuable ones for targeted marketing. Recency examines the time since the last purchase, frequency highlights the number of purchases within a specific time frame, and monetary value measures total revenue.

Rungruang, Chongkolnee and colleagues (2024, p. 1) describe the RFM model as a form of cluster analysis, which is increasingly essential for delivering tailored offerings aligned with client needs. It enhances customer retention, strengthens competitive advantage, and refines customer segmentation.

Maureen, Akazue and Asuai, Clive (2024, p. 58) emphasize that the RFM model is frequently used by companies for segmentation and targeting purposes. By analyzing recency, frequency, and monetary value, businesses can effectively group customers based on their purchasing behavior.

Alie, Juhaini and Gustriansyahm, Rendra (2023, p. 210) highlight the RFM model as a powerful marketing analysis tool. It evaluates customer shopping patterns based on three key factors: the time interval since the last purchase, the frequency of purchases, and the total monetary expenditure.

3 SELECTED MARKETING SITUATION ANALYSIS

This chapter focuses on selected marketing situational analysis tools that companies utilize to assess both the micro and macro environment. It includes a literature review on SWOT analysis, which serves as a key component of situational analysis. Additional integral models explored in this chapter include Porter's Five Forces analytical framework, the 5C analysis, and the macroeconomic PESTLE analysis.

3.1 SWOT analysis

According to Puyt, W. Richard; Lie, Birger Fin; and Wilderom, P.M. Celeste (2023, p. 2), SWOT analysis which stands for strengths, weaknesses, opportunities, and threats—is one of the oldest and most widely adopted strategic tools globally. It is commonly used in the strategic planning process to analyze both internal and external environments. The goal of SWOT analysis is to identify an organization's current strengths, uncover and pursue new opportunities, and pinpoint threats that may impact the company in the present or future.

Nugroho, Ari Dony (2024, p. 4) describes market and competitor SWOT analysis as a tool to enhance a company's current position in the marketplace. It serves as a means to develop and implement effective marketing strategies.

According to Phadermrod, Boonyarat; Wills, B. Garry; and Wilderom, P.M. Celeste (2019, p. 1), SWOT analysis is widely used to gain deeper insights into both the external and internal business environments. It is an essential tool for strategic planning and decision-making, enabling organizations to analyze and position their resources across four key areas: Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is often paired with Importance-Performance Analysis (IPA), which refines SWOT insights by utilizing customer satisfaction surveys to identify areas for improvement from the customer's perspective.

IPA analysis provides companies with valuable insights into customer perceptions of their organization, forming the basis for the internal SWOT analysis, particularly in identifying strengths and weaknesses. To effectively assess opportunities and threats, companies must also conduct competitor monitoring through the lens of IPA analysis. This involves comparing competitors with the organization for which the research is being

conducted (Phadermrod, Boonyarat; Wills, B. Garry; and Wilderom, P.M. Celeste, 2019, p. 3).

3.1.1 Strenght

Nugroho, Ari Dony (2024, p. 4) emphasizes the importance of acknowledging the strengths of a product or service offered in the market. These strengths may include factors such as innovation, competitive pricing, product quality, production costs, and brand perception.

3.1.2 Weakness

Weaknesses may include factors such as high production costs, challenges in distribution, and the inability to meet required standards (Nugroho, Ari Dony, 2024, p. 4).

3.1.3 Opportunity

Opportunities may arise from market trends, export prospects, or entering new markets. For example, if a company identifies a trend within the market, it presents an opportunity to develop a new product or innovate its existing portfolio (Nugroho, Ari Dony, 2024, p. 4).

3.1.4 Threat

According to Nugroho, Ari Dony (2024, p. 4), threats can be defined as competitors offering similar products at more competitive prices, changes in national trade policies, and market fluctuations. These factors demand careful consideration, as they may significantly affect the company's future performance.

3.2 Porter's 5 forces analytical model

According to Kotler, Philip; Keller, Lane Kevin; and Chernev, Alexander (2021, p. 61), Porter's Five Forces analytical model is comparable to the 5C framework. However, it is primarily used to analyze competitors from an industry perspective rather than adopting the customer-centric approach of the 5C framework.

Jakubíková, Dagmar, and Janeček, Petr (2023, p. 112) explain that Porter's Five Forces model focuses on analyzing the microenvironment, defined as the environment in which a business operates. This includes circumstances, forces, and situations that the organization may influence through its activities. The primary objective of this model is to identify the driving forces affecting a company's operations. These forces include consumer behavior,

supplier behavior, substitute goods in the market, and potential competitors entering the industry. Organizations evaluate these forces to assess their impact on daily business activities and determine appropriate defensive strategies to address them.

Kingsnorth, Simon (2019, p. 12) describes Porter's Five Forces analytical model as a tool to assess the level of competition within an industry's economic landscape. The goal is to analyze the competitive environment and evaluate the industry's overall profitability.

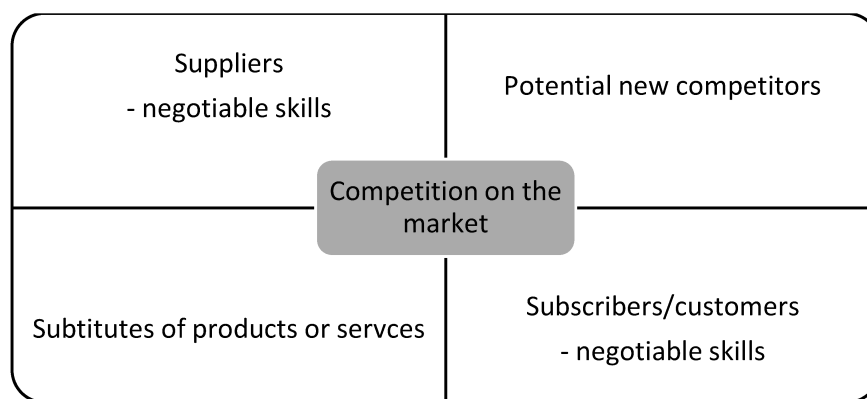


Figure 10: Porter's 5 forces model

(source: Jakubíková, Dagmar and Janeček, Petr, 2023, p. 114)

Pangarkar, Nitin and Prabhudesai, Rohit (2024, p. 28) identified five key factors to assess whether the Five Forces analysis should be applied to individual market segments. These factors include: a. **Growth Rate** – Evaluating the growth potential of the segment. b. **Players** – Analyzing the number and nature of competitors in the segment. c. **Raw Materials/Input** – Assessing the availability and cost of necessary resources. d. **Distribution** – Examining the effectiveness of distribution channels. e. **Buyer** – Understanding buyer dynamics and purchasing behavior within the segment.

3.2.1 Supplier

Suppliers play a significant role in influencing the operations of a company. They can be categorized into various types, such as suppliers of production inputs, who provide raw materials, components, semi-finished products, technology, information, or labor necessary for production processes (Jakubíková, Dagmar and Janeček, Petr, 2023, p. 113).

The bargaining power of suppliers is a crucial factor to consider, as it can significantly impact business performance. Suppliers have the ability to control pricing and product quality, thereby affecting a company's profitability. Key factors that enhance the power

of suppliers include high buyer switching costs, a limited number of suppliers, and forward integration, where suppliers undertake their own production (Kingsnorth, Simon, 2019, p. 16).

3.2.2 Competitors

According to Jakubíková, Dagmar and Janeček, Petr (2023, p. 116), monitoring competitors is a critical factor in achieving success. To outperform competitors, a company must provide greater value to its customers. This requires marketing strategies to be adapted in ways that enhance customer satisfaction.

The threat of new entrants to a market represents direct competition, potentially jeopardizing the success of established companies and taking market share. Several key factors influence a competitor's ability to gain market share, including barriers to market entry, economies of scale, brand equity, profitability, and government policies that restrict access to certain industries. Companies are advised to thoroughly understand the intensity of competitive rivalry, as it can significantly impact their competitive advantage. Monitoring the number of competitors and assessing their strengths is essential (Kingsnorth, Simon, 2019, p. 13).

3.2.3 Subscribers/customers

According to Jakubíková, Dagmar and Janeček, Petr (2023, p. 115), customers can be categorized based on their relationship with the company into buyers, users, potential buyers, and potential users of a specific product or service category. In this context, marketing efforts should prioritize enhancing the customer experience and fostering loyalty towards the company. This involves monitoring customer challenges, preferences, and needs to deliver effective solutions.

Kingsnorth, Simon (2019, p. 17) highlights the power consumers may exert over companies, such as pressuring them to lower prices, modify products, or improve customer service. Conversely, businesses can mitigate buyer power by implementing loyalty programs and developing long-term engagement strategies to strengthen their customer relationships.

3.2.4 Substitutes

Kingsnorth, Simon (2019, p. 13) discusses the presence of substitute products in the market, which pose a potential threat to companies. Several factors determine the extent of this threat, including switching costs, product or service pricing, product quality, and overall performance.

Distributors also play a significant role, encompassing organizations, companies, or individuals offering similar products or services. It is essential to monitor various aspects

of their offerings, such as price, quality, stability, goods protection, storage, transportation, and transport conditions, alongside marketing strategies (Jakubíková, Dagmar and Janeček, Petr, 2023, p. 114).

3.3 5C analysis

According to Jakubíková, Dagmar and Janeček, Petr (2023, p. 102), situational analysis can also be presented as the 5C method. This approach encompasses five key components that help businesses evaluate their strategic position within a competitive environment as it can be seen in the figure 11.

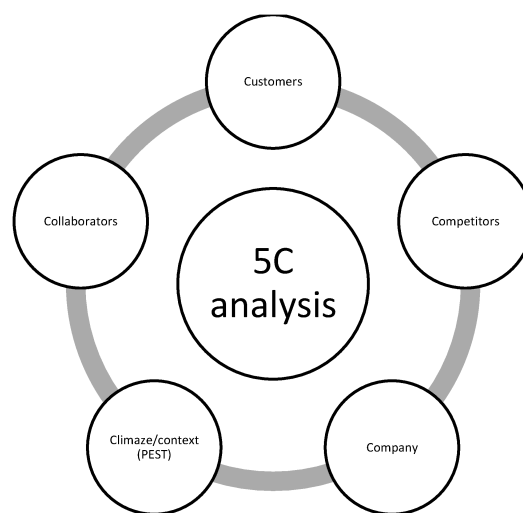


Figure 11: Environmental analysis using 5C model

(source: Jakubíková, Dagmar and Janeček, Petr, 2023, p. 102)

According to Kotler, Philip; Keller, Lane Kevin; and Chernev, Alexander (2021, p. 59), the 5C framework is comparable to Porter's Five Forces model. However, the primary distinction lies in the 5C analysis, which defines markets based on customer needs. The framework comprises five key components: customers, collaborators, competitors, climate/context, and company. These elements are essential for identifying target markets and developing effective strategies.

Creating a value proposition is a critical aspect of this framework:

- **Customers:** The value proposition highlights how effectively the company's offerings satisfy customer needs.
- **Collaborators:** The value proposition reflects the benefits and costs that the company's products or services bring to its collaborators.

- **Company:** The value proposition represents the overall offering and the value it delivers to all interested parties.

3.4 PESTEL analysis

Tsilingeridis, Odysseas; Moustaka, Vaia; and Vakali, Athena (2022, p. 4) state that PESTEL analysis enables businesses to identify macroenvironmental factors that may impact their operations. This framework examines political, economic, social, technological, environmental, and legal factors in the market where a company operates, helping to mitigate business risks effectively.

According to Rasyidan, Tsani Ilham and Fachira, Ira (2023, p.), PESTEL analysis is a strategic planning tool that focuses on market evaluation. It highlights the most critical variables in the macroenvironment, assessing their potential influence on a company's daily operations.

Kotler, Philip; Kartahayam, Hermawan; and Den Huan, Hooi (2017, p. 23) explain that PESTEL analysis identifies political, economic, socio-cultural, technological, environmental, and legal changes within a country. These macroeconomic factors impact individuals' lives by defining the rules and norms governing societal interactions.

Baines, Paul; Fill, Chris; and Page, Kelly (2019, p. 37) characterize PESTLE analysis in two key ways. First, it identifies elements that may not have an immediate effect on a company's performance but could influence long-term outcomes. Second, it highlights factors beyond the company's control. Six macroeconomic factors influencing a company, as described by Baines, Paul; Fill, Chris; and Page, Kelly (2019, p. 37-49), are as follows:

3.4.1 Political

The political environment encompasses the interactions between businesses, society, and government. Companies can identify potential legal or regulatory changes and leverage them to their advantage by adapting strategies accordingly. (Baines, Paul; Fill, Chris; and Page, Kelly, 2019, p. 37-49)

3.4.2 Economic

As described by Baines, Paul; Fill, Chris; and Page, Kelly (2019, p. 37-49) monitoring the economic environment is a vital component of this analysis. A country's economic conditions influence factor costs, such as raw materials, labor, construction, and capital

expenses. Key considerations include wage and price inflation, along with exchange rate fluctuations.

3.4.3 Socio-cultural

Businesses must consider socio-cultural factors such as changing household behaviors, demographics, and lifestyle trends. These include shifts in age structure, the emergence of new market segments, evolving family structures, and changing societal values. (Baines, Paul; Fill, Chris; and Page, Kelly, 2019, p. 37-49)

3.4.4 Technological

Technological advancements impact both high-tech and non-tech businesses by enhancing productivity and efficiency. Marketers often monitor trends in research and development, including patent registrations, trademarks, copyright assignments, and general advancements in science and technology. (Baines, Paul; Fill, Chris; and Page, Kelly, 2019, p. 37-49)

3.4.5 Legal

The legal environment pertains to regulations and laws affecting both customers and businesses. This includes aspects like pricing transparency, prevention of restrictive trade practices, product safety, and requirements for packaging and labeling. (Baines, Paul; Fill, Chris; and Page, Kelly, 2019, p. 37-49)

3.4.6 Ecological

Environmental concerns are becoming increasingly significant, with more customers prioritizing companies' adherence to environmental standards and ethical principles. Businesses must evaluate their environmental impact and align with these expectations to maintain a positive reputation. (Baines, Paul; Fill, Chris; and Page, Kelly, 2019, p. 37-49)

4 MARKETING RESEARCH

Marketing research is an inseparable part of the decision-making process. It provides managers with the necessary insights to make informed decisions regarding marketing activities across various communication channels. It is essential for understanding customer motivations, desires, and behaviors, enabling companies to identify opportunities, address challenges, and bridge gaps in the market. Additionally, it helps secure a strong market position and contributes to increasing the compound annual growth rate (Baines, Paul; Fill, Chris; Page, Kelly, 2019, p. 97).

Marketing research also plays a pivotal role in developing marketing strategies by offering valuable insights into consumer behavior, market trends, and competitive dynamics. Over the years, it has evolved significantly, driven by customer preferences and technological innovations (Putra, Gani Ahmad, 2024, p. 27).

In today's economically challenging environment, companies must take proactive measures, stay informed about market dynamics, and closely monitor customer behavior and competitors to maintain their market position. The nature of communication and interaction among people has changed drastically in recent years, making marketing research more critical than ever. Marketing research involves the systematic collection and analysis of marketing-related data to gather the necessary information for effective decision-making (Clow, E. Kenneth; James, E. Karen, 2014, p. 2-3).

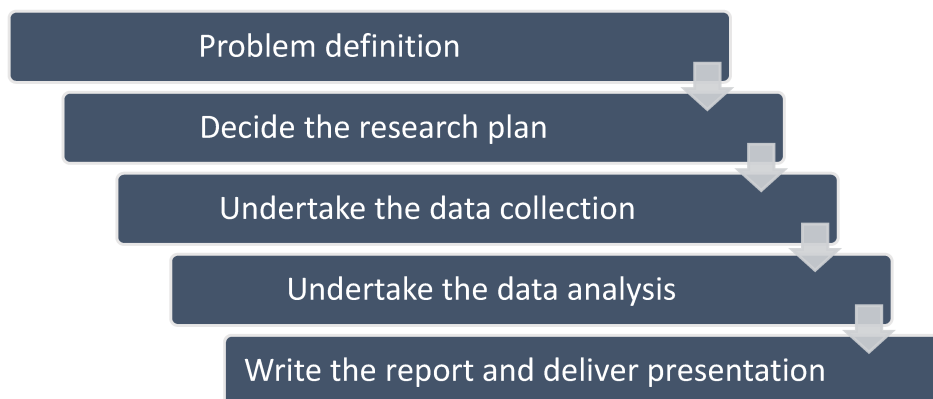


Figure 12: The marketing research process

(source: Baines, Paul; Fill, Chris; Page, Kelly, 2019, p. 102)

4.1 Problem Definition

Understanding the research purpose is the first and most critical step in defining the problem a company is facing. This step involves identifying the challenges, such as declining

sales or other issues negatively affecting the company. The problem definition is often linked to the explanatory function of marketing research, which seeks to uncover the reasons behind these challenges (Clow, E. Kenneth; James, E. Karen, 2014, p. 30-31).

4.2 Research Design

According Clow, E. Kenneth; James, E. Karen (2014, 5) research design outlines the plan to address the research problem, questions, or hypotheses, providing a framework for how data will be collected. It serves as the foundation for effective marketing research and can also inform the marketing mix. Several functions of marketing research include:

4.2.1 Explanatory

Explanatory research is used to better understand specific marketing situations or outcomes. It is particularly helpful when companies experience declining turnover or customer loss. By delving into customer behavior and motivations, explanatory research assists in preventing churn and addressing underlying issues (Clow, E. Kenneth; James, E. Karen, 2014, p. 5).

4.2.2 Descriptive

The descriptive function of marketing research identifies and analyzes the motives and behaviors of various segment groups. It explains why one group may focus on a particular topic while another seeks different solutions for their challenges. Descriptive research is especially useful when there is a clear understanding of the issue or when exploring relationships between variables (Clow, E. Kenneth; James, E. Karen, 2014, pp. 5, 34).

4.2.3 Diagnostic

Diagnostic research delves deeper into data analysis and investigates relationships and phenomena within the data collected. It plays a pivotal role in understanding complex insights uncovered through marketing research (Clow, E. Kenneth; James, E. Karen, 2014, p. 5).

4.2.4 Predictive

Predictive research focuses on estimating the impact of sales promotional tools and understanding why customers choose specific options. It also helps forecast customer behavior and identifies patterns that can guide future marketing strategies (Clow, E. Kenneth; James, E. Karen, 2014, p. 5).

4.3 Primary descriptive qualitative marketing research

Primary descriptive qualitative marketing research delves deeply into understanding consumers' motivations and perceptions. Its aim is to provide a holistic view of consumer behavior across different situations, thereby informing strategic marketing decision-making (Putra, Gani Ahmad, 2024, p. 29).

4.3.1 Customer experience

When discussing customer experience, it is crucial to consider customers' emotions, as they are the foundation for delivering an excellent and lasting customer experience. Often in B2B companies, while there is excellence in processes such as quality control, Six Sigma, and logistics, the customer experience may remain underdeveloped. Beyond excelling in these areas, it is essential to invest in a philosophy centered around customer experience (Hague, Nick; Hague, Paul, 2018, pp. 4-5).

Key drivers of customer experience, as identified by Hague and Hague (2018), include:

- **Memory** – Leveraging memorable experiences to foster long-term satisfaction.
- **Science** – Using scientific approaches to identify and determine experience drivers.
- **Meeting individual needs** – Addressing unique customer needs effectively.
- **Employees** – Ensuring employees play a pivotal role in enhancing customer interactions.
- **Collaboration with Sales and Marketing Teams** – Streamlining efforts across teams to optimize customer experience.
- **Segmentation** – Using segmentation to tailor experiences to diverse customer groups.

Developing exceptional customer service can be achieved through the “decide what you want” method, which empowers companies to align their actions with customer needs (Hague, Nick; Hague, Paul, 2018, p. 35).



Figure 13: The six pillars of customer experience

(source: Hague, Nick; Hague, Paul, 2018, p. 36)

4.3.2 Decision-making process of customers

When analyzing the decision-making process of customers, companies must recognize several influential factors. Cultural aspects, for instance, play a key role in shaping customer behavior. Shared experiences, values, and beliefs drive purchasing decisions, making it essential for marketers to monitor market trends, demographic shifts, market sizes, and other critical elements affecting consumer choices (Copley, Paul, 2018, p. 51).

Hakim, Ikhwanul (2023, p. 80) explains that customer purchasing decisions follow a structured process comprised of five distinct stages:

- Identifying the problem or need,
- Seeking relevant information about potential solutions,
- Comparing and evaluating alternative choices,
- Making the final purchase decision,
- Assessing post-purchase satisfaction and outcomes.

Wulansari, Nidia, and Tambunan, Halomoan Tigor (2024, p. 62) emphasize that various factors influence customers during this process. These include financial conditions, advancements in technology, political stability, pricing strategies, people and processes, and physical evidence like branding. All these aspects enable customers to gather meaningful information about the company and its offerings.

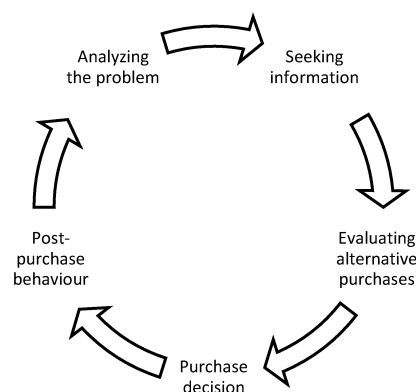


Figure 14: Purchasing decision-making of customers

(source: Hakim, Ikhwanul, 2023, p. 80)

According to Kotler, Philip; Keller, Lane Kevin; and Chernev, Alexander (2021, p. 91), marketers should consider five key consumer behavior questions:

- Who buys the product?
- Who influences the decision to purchase it?
- What does the customer buy, and what needs are being satisfied?
- How is the company's offering perceived by the customer?
- What social factors influence the purchasing decision?

Hadzhi, Minure, Kerimova, et al. (2024, p. 11) highlight that a customer journey is a visual representation of how potential customers interact with a product. Companies utilize various communication channels and modern analytical tools to track the sources from which customers most frequently arrive. This analysis enables businesses to rank sales channels based on their influence on purchasing behavior and buying power.

4.4 Primary quantitative marketing research

Quantitative research methods involve the collection and analysis of numerical data to identify patterns and similarities among variables. On the other hand, qualitative research adopts a data-driven approach, often connected to statistical methods for forecasting, predicting situations, and identifying consumer preferences, behaviors, and gaining deep insights into trends and opportunities. In-depth interviews and focus groups are categorized as primary quantitative marketing research tools (Putra, Gani Ahmad, 2024, p. 29).

According to Kotler, Philip; Keller, Lane Kevin; and Chernev, Alexander (2021, p. 130), developing surveys is a key component of marketing research, as they enable businesses to gather insights into people's knowledge, preferences, and levels of satisfaction.

4.5 Data analysis

According to Kotler, Philip; Keller, Lane Kevin; and Chernev, Alexander (2021, p. 135), data analysis is the subsequent step following the collection of research data. It involves tabulating the data, developing summary measures, and adopting decision models to derive actionable insights.

Dzwigol, Henryk (2020, p. 5) emphasizes that once a research problem is formulated, it is essential to analyze the selected quantitative and qualitative methods with the specific

aim in mind. Experts support the combination of qualitative and quantitative methods within management science research processes, as this significantly enhances the quality of the research and adds credibility to the results. Furthermore, experts note that the distinction between qualitative and quantitative methods in practice is not always clear-cut.

Dibekulu, Dawit (2020, p. 2) highlights the importance of closely examining research data to identify patterns that can enhance organizational knowledge and inform strategic decisions. Data analysis enables the creation of meaningful and empathetic products, services, campaigns, and content.

Nowadays, data analysis holds immense importance for businesses aiming to differentiate themselves from competitors. By leveraging data, companies can strengthen their market position and foster innovation (Dimitriadis, Nikolaos; Dimitriadis, Jovanovic, Neda; Ney, Jillian, 2018, p. 85).

5 SUMMARY OF THEORETICAL PART

Marketing communication falls under the promotional category of the marketing mix, focusing on promoting a company's brand or its range of products and services. The marketing mix serves as a strategic tool for establishing marketing communication. Within this mix, the communication channels used by the marketing department to engage target groups are described under the category of "promotion."

Effective marketing communication aimed at promoting product visibility should be approached from multiple angles, especially in relation to the product's lifecycle stages. In today's dynamic era, with countless competitors offering substitute products, it is crucial to emphasize segmentation, targeting specific groups of consumers, and crafting the right messaging for these audiences. The Segmentation, Targeting, and Positioning (STP) Model is a vital framework for achieving this. Additionally, the RFM Model, standing for Recency, Frequency, and Monetary, is employed to segment existing customers based on their purchasing behavior. It categorizes customers according to turnover, purchase frequency, and relevance.

Before diving into the design of new marketing strategies and plans, companies must prioritize situational analyses. These analyses help to better understand the market environment in which the company operates. Tools such as SWOT analysis are instrumental for assessing internal factors like strengths and weaknesses, alongside external macrofactors like opportunities and threats. Similarly, the 5C framework provides valuable insights into the company's operational environment, enabling more informed decision-making. PESTEL analysis, on the other hand, focuses on the macroeconomic environment and evaluates the attractiveness of new target markets. Companies striving to differentiate themselves and increase their market share must also treat data as a critical corporate asset.

A key element of effective marketing communication is marketing qualitative research, which analyzes customer experience and decision-making processes. This is complemented by quantitative marketing research, based on numerical data obtained through questionnaire surveys and supported by advanced data analysis tools.

II PRACTICAL PART

6 PRESENTATION AND ANALYSIS OF THE SELECTED COMPANY

This chapter introduces the selected company for which this project is developed. To design a new communication strategy and create a marketing plan with clearly defined goals for 2025, several analyses must first be conducted to guide decision-making. The initial step involves examining the company itself, their offerings, as well as the communication activities it carried out in the previous year. This evaluation identifies gaps in communication, laying the groundwork for designing a new strategy for the selected products. A key component is the SWOT analysis, which outlines the company's strengths and weaknesses. Strengths can directly inform the new strategy, while weaknesses highlight areas requiring innovative solutions. Data on these aspects are gathered through a questionnaire survey. Opportunities and threats, on the other hand, are determined based on the conclusions of the PESTEL analysis, presented in subsection 5C, within the Context section. The broader 5C analysis is comprehensively addressed in subsection 6.4.

6.1 About the company

The selected company, to which this master thesis is dedicated, serves as a systematic global partner specializing in tooling and equipment solutions. They offer high-quality, reliable tools and pioneering innovations through two flagship brands and other leading partner brands, providing customers with the convenience of sourcing everything from a single source. The company streamlines the process of selecting tools, enabling customers to effortlessly find products within a 10-meter radius of industrial workstations.

With innovative digital solutions, the company enhances production transparency and efficiency. As an industry expert, they consistently empower their customers to gain a competitive advantage. Their high-level services are complemented by flexible consulting options, available both on-site and digitally. Beyond reliability, the company simplifies operations for its customers through its adaptable and customer-focused approach.

6.2 Product portfolio and communication activities

The selected company in the Czech market offers an extensive product portfolio, including machining tools, grinding and cutting technology, hand tools, power tools, clamping technological products, vending machines, personal protective equipment, and

products from the measurement technology category. Each product group is further divided into specific product categories.

With more than 15,000 products in its portfolio, the company's communication activities prioritize entire product group categories rather than individual products. Table 1 highlights the selected product categories targeted for communication activities in 2024 and provides details on the specific strategies applied to each category.

Table 1: Selected product portfolio and communication activities in the Czech market 2024

	Vending machines	Measurement technology	Personal Protective Equipment	Machining
Product line	6 vending machines of Brand 1 and Brand 2	Calipers, Micrometers, Dial indicators, Lever dial indicators, Measuring tool set, Universal measuring gauge, Measurement ancillaries, Gauges, Measurement machines,	Eye protection, Hearing protection, Head and Face protection, Respiratory protective equipment, Hand protection, Clothing, Work wear, Foot protection, Safety harness system, Skin protection and first aid	Drilling, Thread milling, Turning, Milling, Sawing
Promotion	3x newsletter 2024 Presentation on event LeadGen campaign (2x) Landing page	2x sales promo (dial indicator, digital scale, roughness tester, caliper micrometer, height gauge, lever dial indicator) – Channels: NL, web Promo on event	Q1/Q2: Case study 1 for leadGen; Promo of spring collection (NL, web promo only) Microsites with free samples Q3/Q4: Case study 2 for LeadGen; Special local promo (gloves, shoes, eye protection – more than 50% discount) Winter collection In Q3 a Q4 campaign took place on Fb ads, Google ads, Newsletters, regular posts FB and IN, web	Channels: Google ads for machining category Some posts (FB) Web, LP Microsites with free samples 6x NL series 2x Brand 1 2x Brand 2 Product focus: end mills, drills, vices, parting holder, boring bar, turning holders, turning inserts, radius cutters, deburrs

(source: own elaboration)

Clearance sales for products from the selected categories were conducted monthly, utilizing channels such as newsletter distribution, social media posts, and the company website. In the Czech market, emotional campaigns like the Easter and St. Nicholas promotions offered a 15% discount across the entire online assortment. Each campaign ran for three weeks and utilized multiple channels, including newsletters (NL), Google Ads, Facebook Ads, social media posts, website updates, teaser banners, and dedicated landing pages. Additionally, the promotion of new product launches featured prominently in catalogs, supported by the distribution of the catalogs themselves to highlight all product categories. An end-of-year promotional campaign was also executed, covering the entire product portfolio.

Table 1 highlights the selected product portfolio and its communication activities in the Czech market for 2024. It provides an overview of the promotional efforts undertaken for each product category. This analysis helps to identify gaps in communication and will support the development of new product communication strategies for these categories. A deeper discussion on this topic, including details about the marketing materials provided, is presented in Subchapter 8.

The selected company offers a variety of marketing materials tailored to its customers, categorized by fields of application expertise. In 2025, the company's primary focus will be on communicating Personal Protective Equipment, Machining, Vending Machines, and Measurement products. Additional details on these efforts, including descriptions of the materials already available online and their communication strategies, are covered in Subchapter 8.1: Marketing Plan.

6.3 SWOT analysis

As outlined in the theoretical part of this thesis, the strengths and weaknesses of the company fall under internal analysis. Consequently, the data used for classifying these strengths and weaknesses are derived from the customer satisfaction survey. This survey provides insights into what customers appreciate most about the company and the aspects they criticize or find lacking.

6.3.1 Strengths

- High precision, durability and performance of products,
- Excellent total cost ratio, considering benefits such as reliability and timesaving,
- 100% accuracy and completeness of delivery,
- Personalized customer service with prompt responses,
- Extensive range of products across various categories,
- Fast and efficient delivery.

6.3.2 Weaknesses

- Productivity in sales and marketing (sometimes perfectionism takes too much place)

6.3.3 Opportunities

- **Expanding Customer Base and Increasing Turnover:** Capitalize on strategies that attract new customers and strengthen retention efforts, driving growth in sales and profitability.
- **Gaining Market Share:** Utilize the company's comprehensive product portfolio and top-notch services to address customer needs effectively. Focus on enhancing customer satisfaction and supporting them in excelling in their respective industries.
- **Advancing Digital Business:** Leverage innovative digital solutions to optimize operations, improve customer experience, and stay competitive in a rapidly evolving market.
- **Boosting Productivity:** Identify opportunities for enhancing workflow efficiency and resource utilization, increasing overall productivity across operations.
- **Achieving Optimal Interconnection of Machine Parks:** Develop connected manufacturing strategies to enable seamless integration within machine parks, optimizing production systems and capabilities.
- **Exploring Future Topics:** Invest in research and innovation to address emerging trends, develop advanced solutions, and expand expertise in areas critical to future market demands.

6.3.4 Threats

- **Stagnation in the Automotive Industry:** Challenges due to slowing growth or limited innovation in the automotive sector.
- **Economic Situation:** Economic instability or downturns impacting purchasing power and market dynamics.
- **Lack of Skilled Professionals:** Difficulty in recruiting qualified personnel amid rapid technological advancements.
- **Competitive Market Environment:** Intense competition and challenging conditions in the marketplace.

Despite the higher price, customers prioritize the exceptional precision, durability, performance, and overall quality of products as the most relevant criteria for decision-making. Additionally, excellence in delivery and dedicated consulting services are key factors influencing supplier selection. In this regard, the company stands out as a top choice for customers seeking reliable and high-quality suppliers.

Regarding the customer satisfaction survey, particular attention was given to several key points, which are illustrated in figure 15.

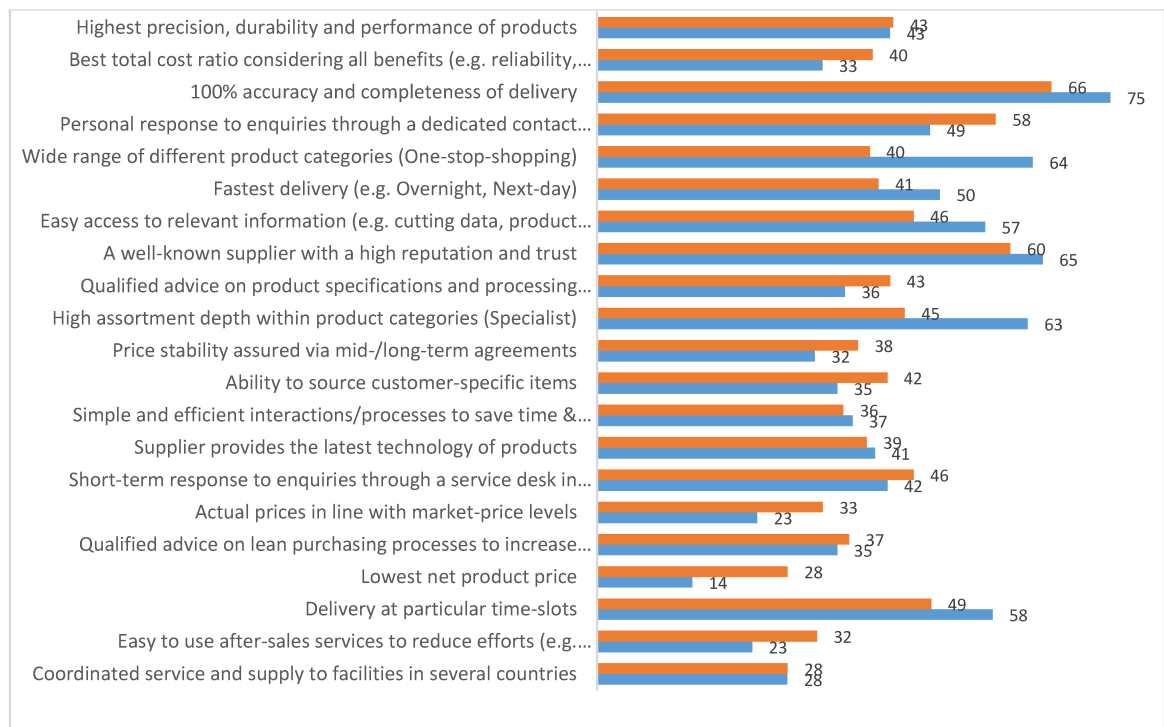


Figure 15: Satisfaction of customers' needs

(source: internal, department of market research)

Figure 15 illustrates customer satisfaction regarding the selected company's ability to meet their needs (represented in blue) compared to its competitors (represented in orange). Customers express the highest satisfaction with aspects such as reliability and delivery time, high precision, durability, and product performance. They also align with the perception of the company as a reliable supplier with a strong reputation and high levels of trust. Additionally, customers are highly satisfied with the depth of the company's product assortment. The orange section represents competitors, while the light blue section represents the selected company in the Czech market.

Figure 16 demonstrates satisfaction with purchasing channels and comparison between competitors and selected company in the Czech market. The highest satisfaction lays under the e-shop, printed catalogue and market places/search engine.

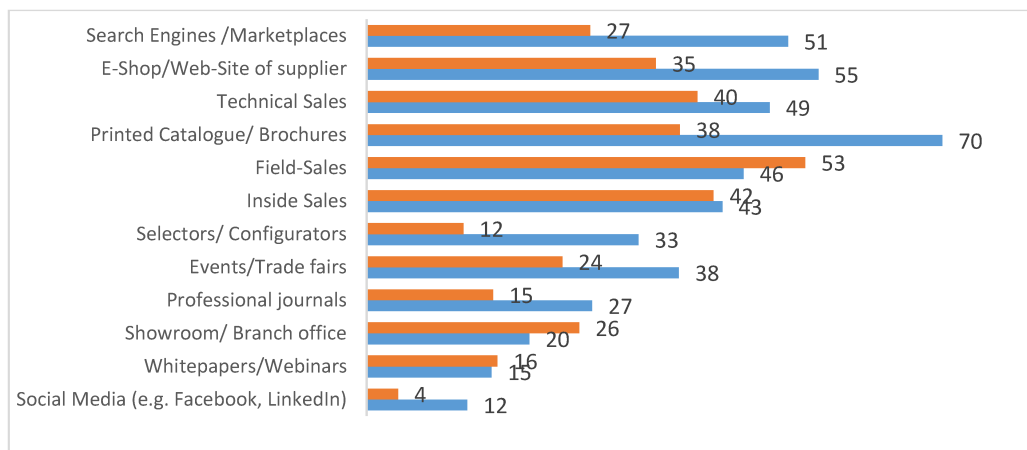


Figure 16: Satisfaction with purchase channels

(source: internal, department of market research)

The light blue section in Figure 17 highlights areas for improvement for the selected company in the Czech market. While the company offers a few advantages over competitors, these are primarily concentrated in the areas of product assortment, availability, and delivery. However, many added-value services are either not perceived as competitive advantages or remain unnoticed by customers. As a result, these services are less likely to be factored into customers' evaluations of total cost or performance ratios. It is essential to further investigate what specific actions sales teams can undertake to create a positive and noticeable differentiation compared to competitors.

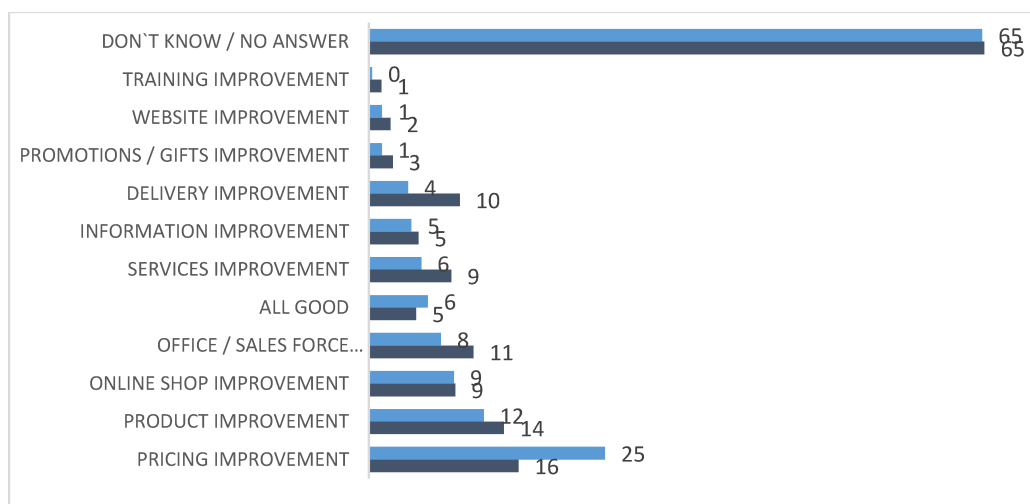


Figure 17: Area of improvement

(source: internal, department of market research)

The primary objective of the selected company is to enhance awareness and understanding of its unique added value. In the current environment, it is essential to

prioritize online marketing communication as a key strategy to build customer trust, attract new leads, and expand the customer base.

6.4 5C analysis

5C Analysis is a marketing framework used to analyse the environment in which a company operates. It considers the following factors: company, collaborators, customers, competitors and context.

6.4.1 Company

To ensure customer alignment and satisfaction, seamless communication between departments is essential. As part of the new process, regular meetings have been established between the Inside Sales, Outside Sales, and Marketing teams.

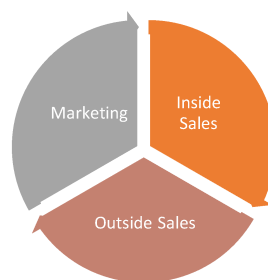


Figure 18: Communication process of marketing sales department

(source: own elaboration)

Marketing and Outside Sales teams participate in the Marketing Sales Talk, held on the last Friday of every month. The goal of these regular meetings is to deepen understanding of marketing activities and strengthen communication between the two teams. These meetings provide an opportunity to ask questions and obtain necessary information. Through these discussions, the marketing team has the chance to receive valuable feedback and ideas, which can help refine future marketing strategies and campaigns. Materials presented during the meetings are made available to sales colleagues via SharePoint in the appropriate folders. Additionally, the meetings are recorded to accommodate those unable to attend on the scheduled day.

The Marketing, Inside Sales, and Outside Sales departments also meet every third week of the month for a session known as JourFixe. These meetings primarily focus on evaluating campaign performance and discussing special local campaigns. Topics of discussion often include conditions for local promotions, voucher offerings, and other emerging issues.

Marketing, as an internal B2B partner for sales, plays a critical role in facilitating this communication process and contributing to its success.

6.4.2 Collaborators: Partners, Suppliers, and Other Stakeholders

The selected company collaborates with over 500 leading manufacturers, providing products for a wide range of industrial processes. Additionally, the company's two proprietary product brands complement its extensive product portfolio. Trained technical experts consider multiple manufacturers when advising clients, ensuring they recommend the best solutions tailored to specific customer needs.

6.4.3 Customers: Understanding Customer Needs and Preferences

This section focuses on customer satisfaction with the selected company. Net Promoter Score (NPS) is a well-established and straightforward method for evaluating customer satisfaction and loyalty, measuring the likelihood of customers recommending a product or service to others.

The NPS evaluation was conducted among the buyers of the company's e-shop, suggesting that the results are predominantly influenced by customers' experiences with the e-shop. The survey included open-ended questions as well as diagnostic attributes to gather deeper insights into customer preferences and opinions.

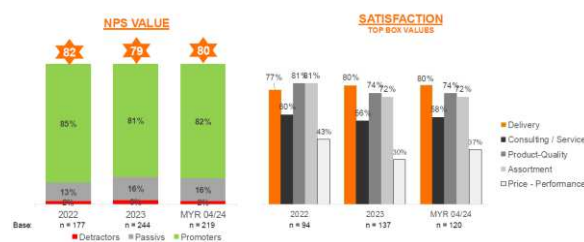


Figure 19: NPS and customer satisfaction 2022-2024

(source: internal department of market research)

The key results of the Net Promoter Score (NPS) evaluation are displayed in Figure 19, offering a yearly comparison of NPS development. It is evident that the NPS value remains relatively stable year after year. The survey is designed to monitor customer satisfaction across various aspects, including delivery, consulting and services, product quality, assortment, and pricing. Overall, customers express strong satisfaction with product delivery, but greater emphasis should be placed on improving consulting and services to better meet their needs. The company is focused on retaining existing customers while also

attracting new leads and transforming them into business opportunities. By leveraging various communication channels, the company aims to generate high-quality leads, guide them through the entire business funnel, and ultimately win their trust and loyalty, turning them into valued customers.

6.4.4 Competitors

This section analyzes the competitive landscape in the Czech market. Further details on competitors can be found in Subchapter 7.1: Competitors Monitoring.

6.4.5 Context (Climate)

This section conducts a PESTEL analysis of the Czech market, focusing on political, economic, social, technological, environmental, and legal factors.

6.4.5.1 Political

Following weaker-than-expected performance in the past year, economic growth in Europe is projected to gradually improve in 2025 and 2026. Lower inflation rates and resilient labor markets are anticipated to support household consumption and investment. However, fiscal consolidation measures, ongoing geopolitical tensions, political uncertainties, and structural challenges such as population aging and weak productivity growth are likely to constrain the pace of expansion. Within the European Union, GDP growth is forecast to rise from an estimated 0.9% in 2024 to 1.3% in 2025 and 1.5% in 2026 (*World Economic Situation and Prospects 2025*).

6.4.5.2 Economic

Inflation is projected to remain within the central bank's tolerance band, although it is expected to approach the upper limit this year. A significant source of uncertainty stems from food price variability, which could exert upward pressure on inflation. While service sector price growth is anticipated to gradually slow down, inflation is expected to remain near the 2.5% target next year.

Trade disputes between the United States and the European Union represent mutual risks for inflation trends. Increased import duties could elevate price levels, while a weakening German economy, driven by reduced exports to the United States, could counterbalance inflationary pressures. The inflation forecast for 2026 is 2%.

In 2025, the Czech koruna is expected to average CZK 25.2 to the euro in the first quarter, maintaining relative stability around CZK 25.3 to the euro thereafter. This stability

is attributed to subdued labor productivity growth and a reduction in the previously significant trade surplus (*Česká národní banka, 2025*).

6.4.5.3 Social

As of December 31, 2020, the Czech Republic has a population of 10,701,777 citizens, according to the Czech Statistical Office. A growing preference for collaborative robots, designed to work alongside human workers, signifies a shift towards more flexible and agile production systems in the market. Additionally, the country benefits from a highly skilled workforce and a regulatory environment favorable to technology companies.

6.4.5.4 Technological

From a technological standpoint, Czechia excels in areas such as e-commerce legislation, income equality, and privacy protection. However, challenges remain in cybersecurity, affordable and clean energy, and international internet bandwidth, which represent areas requiring further improvement.

Strongest indicators	Rank	Weakest indicators	Rank
3.2.4 E-commerce legislation	1	2.1.5 AI talent concentration	27
4.2.3 Income inequality	7	3.3.1 E-Participation	57
3.2.5 Privacy protection by law content	8	2.3.3 Government promotion of emerging technologies	65
3.1.4 Internet shopping	10	3.3.4 Gender gap in Internet use	71
3.1.3 Online access to financial account	11	2.3.1 Government online services	72
1.2.1 GitHub commits	12	1.1.3 FTTH/building Internet subscriptions	73
3.1.1 Secure Internet servers	12	3.1.2 Cybersecurity	76
3.3.2 Socioeconomic gap in use of digital payments	14	4.3.4 SDG 7: Affordable and Clean Energy	76
2.2.1 Firms with website	17	1.1.5 International Internet bandwidth	83
4.2.1 Happiness	17		
3.2.1 Regulatory quality	19		

Figure 20: Strengths and Opportunities for Czechia 2024

(source: *Network Readiness Index, 2024, p. 4*)

In Czechia, the AI Industrial Robotics Market is experiencing rapid growth, driven by increasing adoption of AI technologies, heightened awareness of their benefits across industries, and the convenience of AI-driven solutions. Customer preferences are shifting toward automated manufacturing processes, fueled by the need for greater efficiency and cost reduction. This trend is supported by Czechia's strong manufacturing sector and its commitment to advanced technology.

A key development is the growing use of AI-powered vision systems in robotics, which enhances precision and accuracy, resulting in cost savings, improved safety, and increased

competitiveness in global markets. Czechia's AI Industrial Robotics Market is also bolstered by its status as a major hub for automotive production in Europe. Furthermore, government initiatives promoting Industry 4.0 and encouraging the adoption of AI in manufacturing have significantly contributed to this growth (Statista: AI Industrial Robotics Czechia, 2025).

6.4.6 Legal

The EU AI Act introduces critical obligations and restrictions to ensure responsible AI usage. In 2025, the European Data Protection Board (EDPB) will prioritize the *right to erasure of personal data* under the GDPR. Other regulatory updates include the incorporation of European MiCA (Markets in Crypto-Assets) and DORA (Digital Operational Resilience Act) into the Czech legal framework.

Efforts to enhance cybersecurity in Czech banks will be guided by the TIBER-EU Framework. Additionally, new tax reforms will impose limitations on the tax exemption for income generated from the sale of securities and ownership interests. These long-anticipated changes are designed to address fairness and revenue objectives (2025 Czech Legal Landscape: Key Trends and Must-Know Insights).

6.4.7 Environmental

Environmental challenges in Czechia include CO₂ emissions from fossil fuel combustion and cement production, as well as GHG emissions embodied in imports. Responsible consumption and production remain significant areas of concern, with issues such as electronic waste, production-based air pollution, and the export of plastic waste requiring immediate attention.

Another major challenge is the implementation and revitalization of the Global Partnership for Sustainable Development, which emphasizes sustainability and environmental *responsibility* (Sustainable Development Report Czechia, 2025).

7 MARKETING ANALYSIS

This chapter focuses on both quantitative and qualitative marketing analysis. From the qualitative perspective, competitor monitoring is conducted to evaluate their marketing communication strategies. Due to the extensive scope of competition monitoring, the full detailed monitoring is provided in Appendix I - IV.

The second subchapter addresses lead management, showcasing quantitative data analysis of leads obtained through various marketing channels to assess their relevance and recommend potential improvements, also further analyzing the effectiveness of channels used for lead generation. Segmentation forms is an integral part of the lead management subchapter.

An inseparable aspect of this chapter is the digital marketing analysis. First, the HERO products in the Czech market are examined to establish its connection with the marketing plan and to understand why specific product groups were chosen for the development of a new marketing communication strategy. Second, attribution metrics such as visit duration on landing pages and active user interactions will be monitored to define KPIs for the campaigns.

A fundamental component of digital marketing analysis is the SEO evaluation of the most searched keywords. Based on this analysis, recommendations for implementing new keywords will be outlined to optimize performance and visibility.

7.1 Competitors monitors

The primary goal is to analyze how the company's key competitors communicate their products within the 7P marketing mix, which encompasses:

- **Price:** Product pricing strategies.
- **Place:** Communication channels such as websites, social media platforms, instant demand forms, and UX portals.
- **Promotion:** B2B marketing materials, communication mix, and overall marketing communication strategies.
- **Product:** Unique Selling Propositions (USP) and product portfolio.
- **People:** B2B collaborations and partnerships.
- **Processes:** Web presence and customer journey/experience.

- **Physical Experience:** Direct interaction and physical touchpoints with products or services.

Field of application is monitored. Competitor communication strategies will be evaluated across the following product categories:

- Machining,
- Personal protective equipment,
- Measurement technology,
- Vending machines.

As part of the product communication mix analysis, competitor offerings within these categories will be closely monitored. This process serves as a source of inspiration and, most importantly, as a foundation for differentiation. By understanding how competitors approach their product communication strategies, the company can refine its own approach to gain a competitive edge.

In the accompanying table, the categorization of product application fields and competitor offerings—alongside those of the chosen company—will be presented. Competitors are classified into three categories:

- **Primary Competitor:** Direct market rivals with substantial influence.
- **Secondary Competitor:** Competitors with moderate presence or overlap in offerings.

Product field of application	Primary competitor	Secondary competitor
PPE	<u>Ardon®</u>	Cerva
Machining	MaV spol. s r.o.	GRUMANT
HCT	MaV spol. s r.o.	GRUMANT
Vending machines	Mactevend	x

Table 2: Overview of competitors
(source: internal)

The competitor monitoring in this study focuses on one primary competitor offering products in the categories of personal protective equipment, machining, measurement

technology, and vending machines. Due to the extensive scope of competition monitoring, the full detailed monitoring is provided in Appendix P I - IV.

It can be stated that the selected company utilizes a mix of communication channels to promote defined product categories or broader categories. These include newsletters, online channels such as Google and Bing for non-brand campaigns, and sponsored ads that link directly to the e-shop's product categories. The company also participates in several events throughout the year, primarily promoting measurement and machining products, as well as personal protective equipment (PPE). Social media regular posts combine branding efforts with price promotions.

A notable difference in the communication of PPE between the selected company and its competitors lies in the online presence. Competitors maintain attractive, user-friendly websites dedicated to PPE, focusing more on branding rather than price promotions. Two competitors were monitored, both employing a similar approach to PPE communication. Their websites are designed to be user-friendly, resembling blogs rather than conventional websites. One of these competitors includes an e-shop where customers can directly purchase products, while the other relies on direct sales through sales representatives. Both competitors add value by offering specialized landing pages emphasizing the importance of risk prevention with slogans like “prevent yourself from risk.” Specifically, Ardon focuses on customer stories, which are featured in their sponsored communications on social media. Their social media content leans heavily towards branding instead of direct sales, complemented by motion banners for online engagement.

Regarding vending machines, the competitor Mactevend does not operate an e-shop, and prices are not displayed on its website. Customers interested in vending machines are required to complete an instant pop-up form, after which a sales representative responds within 24 hours. Their website is also designed in a blog-like format, offering an appealing user experience. A notable feature is the animation teaser banner on their homepage, which is particularly engaging. Social media communication for Mactevend focuses on branding rather than direct sales, and their website highlights case studies, such as their cooperation with Mercedes.

Last year, the selected company promoted vending machines through a series of three newsletters and a presentation at an industrial trade fair. Additionally, a case study paper on vending machines was featured in sponsored Facebook ads to attract new leads. This

campaign was also supported through newsletters targeting the company's existing customer base to generate leads.

The marketing communication analysis of the selected company, for which this project is designed, along with the competitor analysis, has been completed. Recommendations for a new communication strategy for the monitored product categories are outlined in Subchapter 8.3: Product Marketing Mix.

7.2 Lead management

Lead Management is a strategic process employed by Marketing and Sales teams to generate and manage potential leads. The lead generation stage involves identifying prospective customers and evaluating their readiness to make a purchase before initiating direct interactions such as sales calls or visits. This process includes building brand awareness, attracting potential leads, and ultimately passing them on to the sales team for further qualification and processing (Stevens, Ruth P., 2012, p. 2).

The selected company employs a variety of channels for lead generation campaigns, targeting prospective clients at the top of the business funnel, specifically within the awareness-building stage of the AIDA model. These channels include:

- Case studies for vending machines, PPE, machining, workstations, and storages,
- Webinars,
- Online marketing activities, such as SEA, SEO, and B2Base,
- Events,
- Social media advertisements, particularly on Facebook and LinkedIn.
- Leady.cz, a lead management platform.

After leads are generated, the sales team conducts a lead qualification process to assess whether there is business potential. The lead generation and sales qualification process is visually represented in Figure 21.



Figure 21: The Lead Management Process in the CRM

(source: internal)

For the lead nurturing process, the company utilizes tools such as company presentations, brochures tailored to various product groups, and voucher promotions when necessary. The voucher can serve as a gift for a first-time purchase, enhancing engagement with potential customers. According to Stevens, Ruth P. (2012, p.157), lead nurturing also referred to as lead cultivation, lead development, or lead incubation involves initiating the first round of sales communication with a lead. This process focuses on understanding the lead's pain points and offering the most suitable solution to their problem, ultimately helping to convert the prospect into a business opportunity.

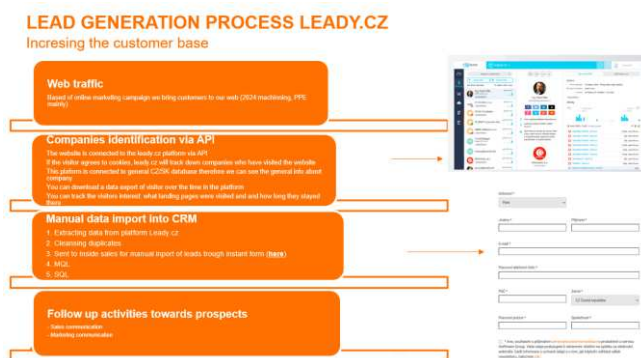


Figure 22: Lead generation process via Leady.cz

(source: own elaboration)

The lead generation process utilizing the Leady.cz platform is illustrated in Figure 22. Through online marketing campaigns, the company directs potential customers to its website. The Leady.cz platform is seamlessly integrated with the corporate Czech website via API codes, facilitating the generation of leads from website visitors. To enable visitor tracking, users must consent to cookies.

Within the Ledy.cz platform, details such as the type of company visiting specific landing pages, time spent on the website, and basic company information are made available. Additionally, the platform is connected to Merk, the comprehensive Czech database of companies operating within the Czech market. This connectivity allows for more extensive lead insights.

The platform further supports the lead generation process by enabling data downloads of website visitors for subsequent processing. The detailed procedure for integrating these leads into the company's CRM system is described in Section 7.2.2: Internal Process of Importing Leads into CRM.

7.2.1 Customer relationship management

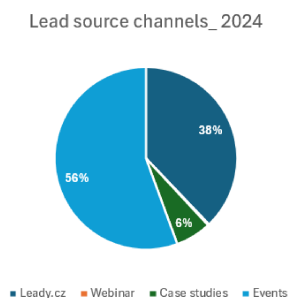
As previously mentioned, the primary channels used for lead generation include the Ledy.cz platform, case studies, webinars related to measurement technology, and events. In Figure 23, the percentage of leads obtained through these channels in 2024 is displayed. The numbers of leads may be seen in the table 3. This data allows for a comparative analysis of the effectiveness of each channel, enabling an informed decision on whether to continue utilizing them in 2025.

2024	
Source topic	Amount
Ledy.cz	832
Webinar	5
Case studies	139
Events	1221

Table 3: Lead source channels 2024

(source: own elaboration)

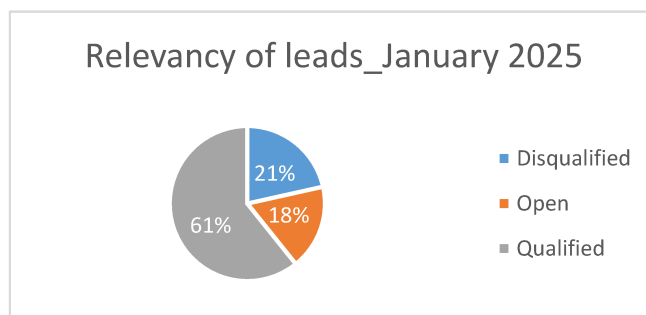
Figure 23: Marketing source channels 2024/2025



(source: own elaboration)

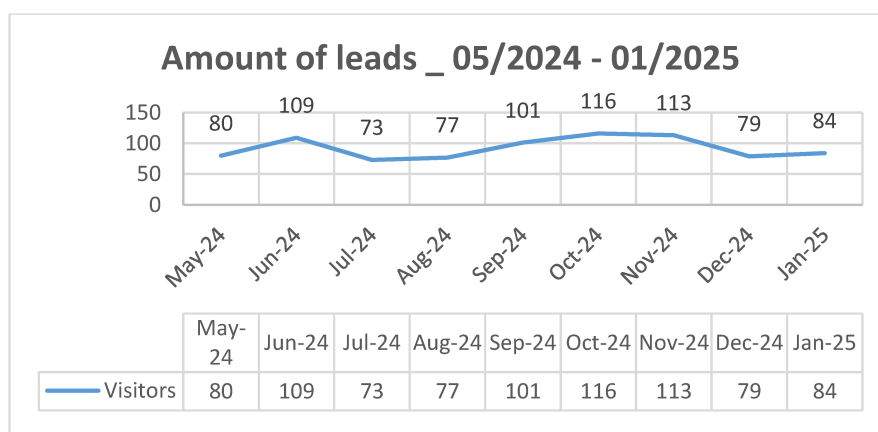
Leadly.cz is considered one of the key channels for lead generation. Figure 25 displays the number of leads obtained through this platform during the period from May 2024 to January 2025. It is evident that the relevancy of leads obtained from this platform has reached **61%**, categorized as qualified leads, as demonstrated in Figure 24.

Figure 24: Relevancy of all obtained leads from Leadly.cz



(source: own elaboration)

Figure 25: Amount of leads obtained from Leadly.cz 2024/2025



(source: own elaboration)

7.2.2 Internal source of importing leads into CRM

An instant form was designed for manually importing leads into the CRM system, consolidating all lead data into a single source. During the import process, Marketing Qualification of Leads (MQL) is conducted to eliminate potential bad data before the leads are passed on to the sales team for Sales Qualification (SQL). This step is essential to ensure the accuracy and quality of leads provided to the sales team.

This instant form is specifically used to import leads generated from the Leady.cz platform, which the company utilizes as one of several channels for generating high-quality, HOT leads to expand its customer base. The company also employs other lead generation channels that are directly connected to the corporate CRM system. However, this direct integration may occasionally result in bad data entering the system, underscoring the importance of implementing MQL before SQL.

The Leady.cz platform is integrated with the company's Czech corporate website via an API connection. When customers interact with online ads on Google or Microsoft and click on a banner, they are automatically redirected to the company's website. If they consent to cookies, their interactions can be tracked on the Leady.cz platform.

Since Leady.cz is connected to MERK, a comprehensive database of all companies operating in Czechia, it provides access to the contact information of companies visiting the website, along with insights into their potential interest. HOT leads are identified on this platform based on predefined criteria, such as:

- **New HOT leads** in priority sectors;
- **Existing customers** with €0 turnover (recorded in CRM);
- **Existing customers** with revenue exceeding €1,000.

7.2.3 Market segmentation, targeting, positioning

The following information outlines the behavioral segmentation of the company's existing corporate customer base, categorized according to their purchasing behavior. Customers are grouped using the Customer Value Model (CVM) into the following categories which may be seen in the table 4.

Customer Classification	Description
Blue	Minor part of the customers
Bronze	
Silver	Major part of customers Most activities described will be communicated to these segments
Gold	
Diamond	
Platinum	

Table 4: Customer classification based on CVM

*(source: internal)***7.2.3.1 Segmentation**

The company focuses its lead generation efforts on industries with 6–99 employees across the following sectors:

- Automotive industry,
- Machining and Metal industry,
- Defense industry,
- Steel structures,
- Molds,
- Foundries,
- Electrical production,
- Services,
- Gas industry,
- Food industry,
- Construction industry.

7.2.3.2 Targeting and Positioning

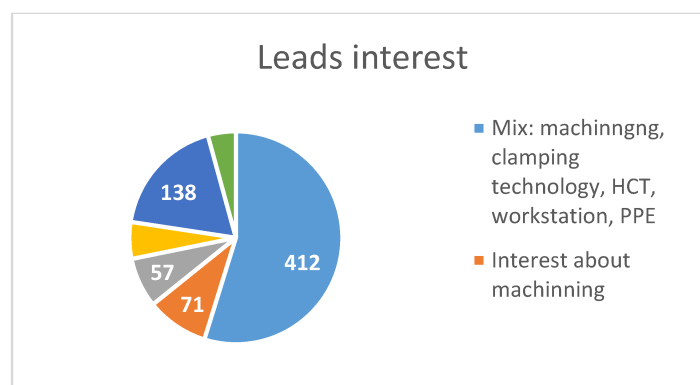
A sample of 752 companies was analyzed from the range of potential HOT leads obtained through the Leady.cz platform. The analysis, illustrated in Table 5 and Figure 26, was based on the interests demonstrated by these companies when visiting the corporate website. 412 companies were categorized as a mix, showing interest in machining, clamping technology, HCT, workstations, and PPE. 138 companies were labeled as having an interest in services, primarily engaging with the homepage, case studies, references, blog posts, catalogs, or brochures.

Interest	Company
Mix: machinngng, clamping technology, HCT, workstation, PPE	412
Interest about machinning	71
Interest about PPE	57
Interest about hand tools	42
Interest about service	138
Interest about workstation and storages	32
Grand Total	752

Table 5: Leads segmented by their interest within landing pages

(source: own elaboration)

Figure 26: Leads segmented by their interest within landing pages



(source: own elaboration)

Based on this analysis, it is recommended to target these companies by advertising the following product categories, aligning with the 2025 marketing priorities described in Subchapter 8.1: Marketing Plan, while also emphasizing the services provided:

- Machining,
- Personal Protective Equipment (PPE),
- Measurement Technology Products,
- Workstations, including vending machines.

7.3 Digital marketing analysis

This subchapter examines the product sales analysis, conducted using confidential sales data from 2024 provided by the product management team. Due to the sensitivity of the information, the first section provides an overview of the focus product categories for 2025 without any graphical or numerical data.

The second part of this subchapter addresses Search Engine Optimization (SEO), concentrating on keyword research. Later in the chapter, suggestions for improving keywords within the company's website and landing pages are presented and available in the appendix VI – VIII.

7.3.1 Product sales analysis

Based on the analysis conducted, it has been determined that the company should focus its communication strategy on the following product categories:

- Machining and vending machines from Own Brand 1.
- Machining, measurement technology, and power tools from Own Brand 2.
- Partner brand 1 products, particularly within the machining category, including milling and turning products.
- Partner brand 2 emphasizing measurement technology and power tools.

The focus product categories are detailed in Table 6. Due to the high level of data confidentiality, the conclusions drawn from the performed analysis are presented in the table above.

Brand	Hero product category
Brand 1	Machining, workstation and storage incl. Vending machines
Brand 2	Machining; deburring, clubheads, Measuring technology Drilling and clamping technology, Milling, turning, Measuring technology, Screwdrivers and storage boxes, Power tools
Partner's brand 1	Milling, Turning
Partner's brand 2	Measuring technology, Screwdrivers and storage boxes, Power tools

Table 6: Focus product categories

(source: own elaboration)

7.3.2 Search engine optimisation

The goal is to enhance organic search visibility on Google to drive increased revenue for the hero products below, using priority channels for organic growth as a Google, Bing.

- Machining: Milling, drilling, machining, turning, sawing, threading.
- Personal Protective Equipment (PPE): Eye protection, hearing protection, head and face protection, protective workwear, gloves, work clothing, and foot protection.

Figure 27: Performance on search result 08/24 – 02/25

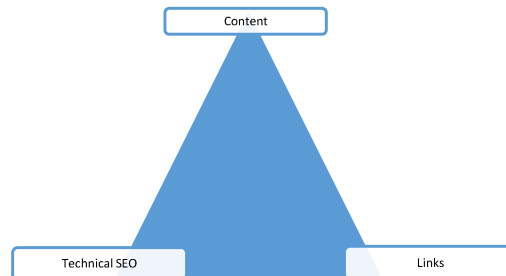


(source: Google search console)

Figure 27 illustrates the search result performance from August 2024 to February 2025. During this period, the company achieved 952K impressions with an average Click-Through Rate (CTR) of 3.4%. The goal for 2025 is to increase the CTR by 0.6%, reaching 4.0%.

Additionally, the total clicks to the website during this timeframe amounted to 32.5K, with a target of 40K clicks set for 2025.

Figure 28: The SEO triangle



(source: Kingsnorth, Simon, 2020, p. 123)

Figure 27 illustrates the search result performance from August 2024 to February 2025. During this period, the company achieved 952K impressions with an average Click-Through Rate (CTR) of 3.4%. The goal for 2025 is to increase the CTR by 0.6%, reaching 4.0%. Additionally, the total clicks to the website during this timeframe amounted to 32.5K, with a target of 40K clicks set for 2025.

7.3.2.1 Content

A structured workflow between e-business, SEO consultants, and the marketing team is established to optimize various types of pages based on their ranking relevance and required effort. The most searchable keywords analysis are presented in the Appendix V and it's going about own analysis.

- Homepage.
- Landing Pages: Focused on brands such as partner's brand 1, partner's brand 2, Brand 1, and Brand 2.

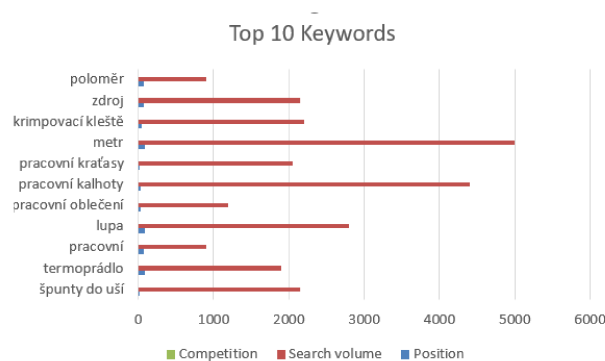
Field of Application Landing Pages:

- Machining and its subcategories within the e-shop (nearly 50 pages),
- PPE and its subcategories within the e-shop,
- HCT measurement tools and subcategories within the e-shop.

The most searchable keywords are highlighted in Appendix P V indicating priority keywords the company should focus on, and which presents a comprehensive sample of 1,001 keywords. This analysis covers the period from August 2024 to February 15, 2025.

The TOP 10 paid keywords are presented in Figure 29, while specific keywords are detailed in Appendix VI. Own elaboration of analysis was made by using the SISTRIX as a main source. Whole overview of SEO paid keywords analysis are available in Appendix VII.

Figure 29: TOP 10 paid keywords search



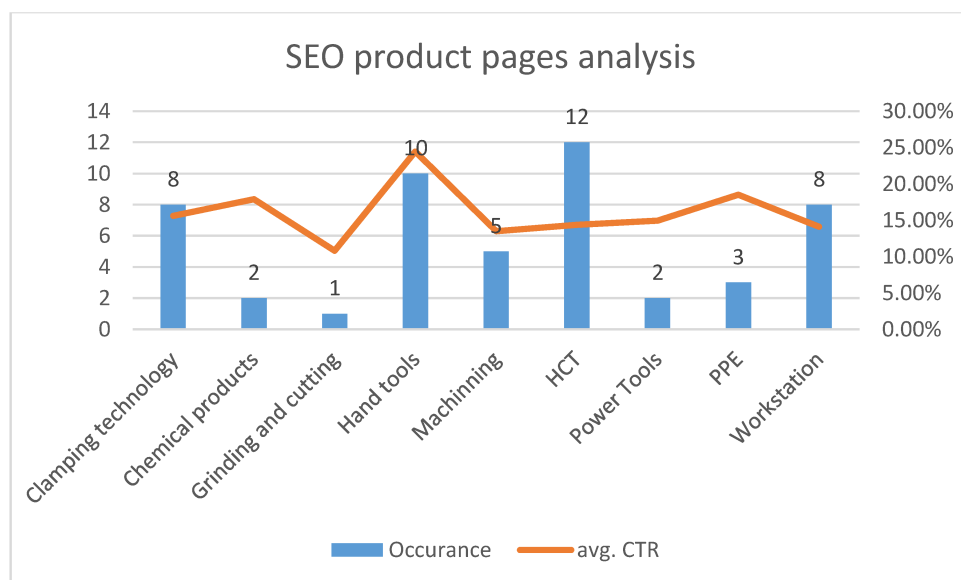
(source: own elaboration)

Additionally, this section includes a proposal based on the analysis, which is available in Appendix VIII.

7.3.2.2 Technical SEO

As an example of technical seo can be as follow: :www.chosencompany.cz/1254745/1-000-00-kj-11 -> www.chosencompany.cz/1254745/obrabeni

Figure 30: SEO product page analysis



(source: own elaboration)

During the analysis, 51 pages were identified based on the following filtering criteria:

- CTR > 10%
- Impressions > 50

The e-shop pages analysis revealed the most searchable product categories within 2024, with Hand Tools and HCT Measurement Tools ranking as the top two categories.

7.3.2.3 *Links*

To improve page optimization, the focus should be on link-building strategies using SEO anchor texts:

Internal Links

As outlined in previous chapters, the company's main core business revolves around Machining. To maximize results in PPE, these two product categories have been set as communication priorities for 2025. While internal linking exists within current pages, it is not widespread. The recommendation is to strengthen internal linking primarily for:

- Machining, as the company's core business, also related to partner's brand 1.
- PPE, as a major focus for 2025, also linked to partner's brand 2.
- HCT Measurement Tools, enhancing visibility and accessibility.

External Links

Collaborations with external media partners should be established to support online PR activities through an external link-building strategy. It is recommended to implement these PR campaigns during spring and autumn 2025.

Suggested PR topics include:

- Machining,
- PPE,
- Emerging themes such as employee shortages, efficiency in manufacturing and production, and sustainability (ESG).

8 NEW MARKETING COMMUNICATION STRATEGY OF SELECTED PRODUCTS

This chapter outlines the development and implementation of a new product marketing communication strategy for the selected product application areas. The initial step involved establishing the new marketing plan and objectives for 2025, as described in Subchapter 8.1. The rationale behind these goals is supported by comprehensive analyses that explain their relevance and alignment with the company's strategic priorities.

Within this chapter, a new marketing strategy is proposed, complemented by a product marketing strategy as an overarching, high-level plan detailing how products will be marketed and positioned. Additionally, a product marketing communication mix (7P) has been developed, targeting the product application areas of machining, vending machines, PPE, and measurement technology.

The final subchapter, 8.5: Product Communication Strategy Plan, delves into the project management aspects of the campaign. This includes a discussion on time analysis for each field of application, accompanied by cost analysis and risk analysis.

8.1 New marketing plan and objectives 2025

Figure 31: Marketing roadmap 2025 with the market priorities

Marketing plan roadmap 2025												
CHANNELS	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<u>Newsletter</u> (with price promo and innovation)	Blue/Bronze customers campaign Welcome journey, Continuation of regular newsletters throughout the year – machining, PPE, HCT, vending m., tools											
SEA, SEO	Brand/ non-brand/link building, GOOGLE CZ, BING CZ, B2Base, Leady.cz, FB ads, LinkedIn ads (Q3/2025)											
EVENTS	Event 1+2 Event 3 (tbd) Event 4											
Vouchers	Easter Voucher VIP vouchers for Silver + clients_runnign whole year) St. Nicholas											
Public-Relations	Online PR for vending machines (Increase brand, product awareness) + SEO link building, banners											
Webinar	HCT webinar											
<u>Social media</u>	Facebook (FB ads, FB Lead ads, LinkedIn and Fb posts) – acquisition camapign, brand awareness campaigns											
LinkedIn	LeadGen campaign; Sales navigator											
<u>Promotions, innovations, brochures</u>	Own sale of exhibited products Vending machine brochur Regular sales promotions											
KATALOG	Catalogue preparation Campaign for novelties and catalogue launch											
Case studies/papers	Procurement 2 Aluminium PPE_new CS communicated regularly – each month different topic connected to campaigns											
Lead Management	Lead from current customers and totally new one. Providing case studies. Communication on SOME ads, NL, B2Base, events											
WEB	Regular update throughout year, microsities for B2B campaign running / WEB_lead forms LP											
Novelties	Campaign: PPE spring collection Campaign: PPE Winter collection											

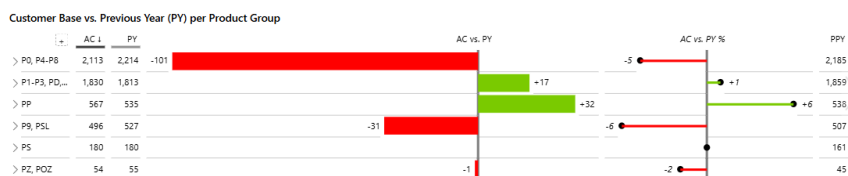
(source: own elaboration)

8.1.1 Increase the customer base

One of the most important goals for 2025 is to expand the customer base by leveraging lead management techniques and maximizing the use of the CRM system. To achieve this objective, several lead generation campaigns will be implemented, as outlined below:

- Pop-up campaign,
- Leady.cz,
- B2Base campaigns,
- Professional case studies with emerging topics,
- Eventy,
- SEO/SEA – Google, MS, FB, LinkedIn.

Figure 32: Customer base vs. previous year 2024

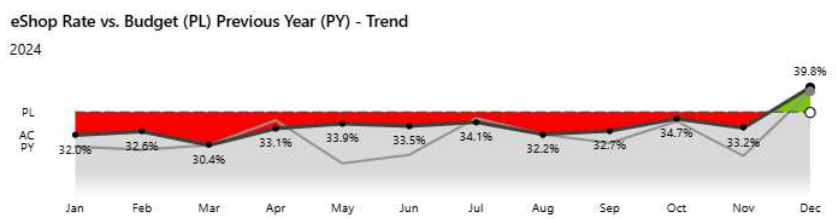


(source: internal Power BI)

8.1.2 Increase the e-shop rate

- Increase the number of website visits through the promotion of engaging content within online marketing campaigns.
- Enhance customer experience on the website by focusing on user-friendly design and functionality.
- Offer e-vouchers to targeted segment groups, following the success of the 2024 initiative (388 coupon redemptions).

Figure 33: E-shop rate 2024



(source: internal Power BI)

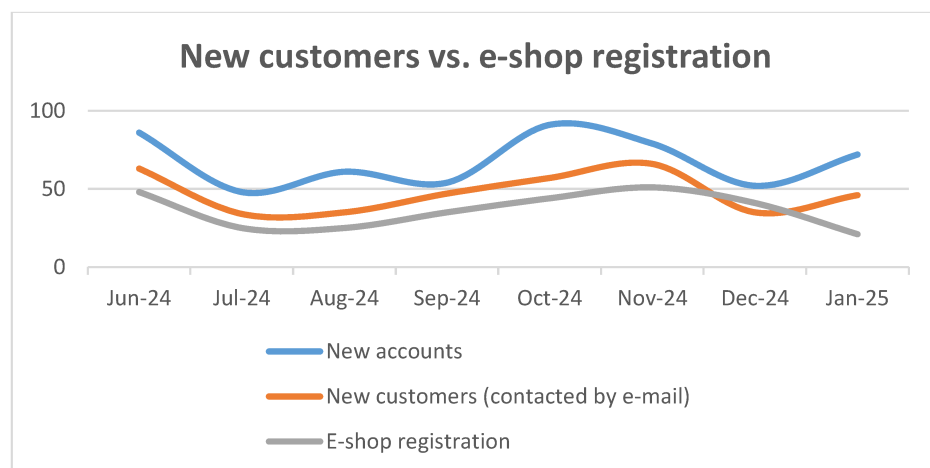
- Welcoming Mailing Campaign

It has been decided to relaunch this campaign in 2025, as it has consistently delivered positive results. As illustrated in Graphs 18 and 19, and detailed in Table 7, the campaign generated a total of 383 new customers between June 2024 and January 2025, with 290 individuals registering in the e-shop.

Welcoming mailing campaign									
	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Total
New accounts	86	48	61	54	91	79	52	72	543
New customers (contacted by e-mail)	63	34	35	47	57	66	35	46	383
E-shop registration	48	25	25	35	44	51	41	21	290

Table 7: Evaluation of welcome mailing campaign
(source: own elaboration)

Figure 34: Evaluation Welcome journey campaign



(source: own elaboration)

8.1.3 Improving the marketing communication of selected products

Another key objective is to enhance the marketing communication of selected products within the following application areas: machining, personal protective equipment

(PPE), measurement technology (HCT), and vending machines. Additionally, the focus will extend to vibratory finishing machines and sustainable chemical products.

The channels identified to achieve this goal include:

- Online paid advertising through search engine marketing,
- Keyword optimization for improved search engine ranking (SEO),
- Email marketing campaigns to directly engage with target audiences,
- Landing page optimization to enhance user experience and conversion rates.

8.1.4 Exponential growth of machining and PPE

- Online paid ads by search engine advertising,
- Optimisation of keywords on the search engine (SEO),
- Price promotion and innovation campaigns.

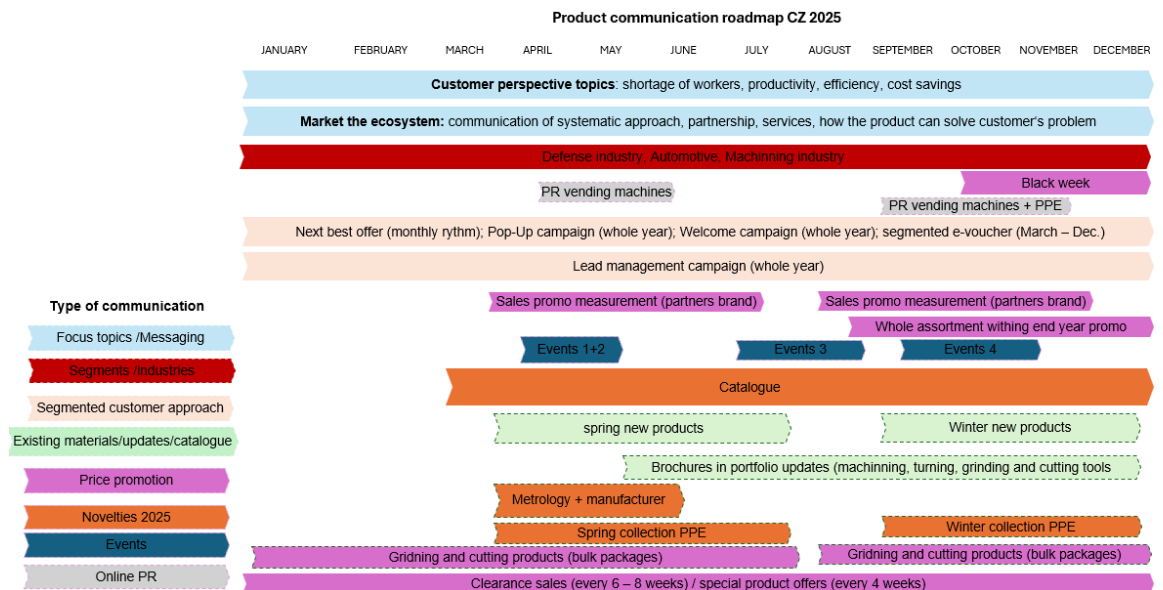
8.1.5 Increasing brand awareness of the selected company

Online PR articles in the industrial magazines focusing on emerging topics such as shortage of the employees, sustainability, productivity, effective cost saving, procurement process

8.2 New marketing strategy of selected products

New marketing strategy of selected products defines how a products will be marketed and positioned. It is closely tied to the marketing mix of selected products. Figure 35 outlines the product communication strategy roadmap taking place in Czech market. Each section is divided according to the product categories for which the new communication strategy is designed. Each category includes its SMART goals, unique selling proposition (USP), and an overview of services provided. Details of the USP's and services can be found in Appendices IX–VXII.

Figure 35: Product communication roadmap CZ



(source: own elaboration)

A product marketing strategy is developed using the SMART method. This involves setting up systematic and measurable objectives, identifying target groups for the campaign, creating a timeframe for achieving the goals, and assessing whether the objectives are realistic.

8.2.1 Machining

8.2.1.1 Systematic Objectives

- Achieve exponential growth in machining and sales support,
- Increase web traffic,
- Improve e-shop purchase rates.

8.2.1.2 Measurable Objectives

- Sales target: 20% higher than the previous year,
- E-shop purchase rate: 3% growth compared to the previous year,
- Acquisition of hot leads for 2025: up to 20%.

8.2.1.3 Achievable Objectives

- The product marketing strategy will be instrumental in meeting the established objectives,
- Monthly performance analyses will be conducted to monitor progress and ensure alignment with goals,
- Necessary optimizations will be implemented during the campaign runtime, as required.

8.2.1.4 Relevant Objectives

These objectives align with the company's long-term success goals. Increasing the e-shop purchase rate by 3% and generating 20% more leads compared to 2024 are realistic targets.

8.2.1.5 Time-Bound Plan

- B2Base Campaign: Runs from March 15 to December 31, 2025.
- Email Marketing Campaign: At least 1–2 newsletters per month.
- Social Media Posts: Regularly created to engage the audience.
- Sponsored Social Media Posts: Partner brand Iscar machining products promoted for 2 months. If results are satisfactory, additional series will follow; if not, optimizations will be applied.
- Google Ads: Active throughout the entire year of 2025.

8.2.2 Personal Protective Equipment

8.2.2.1 Systematic Objectives

- Increase awareness of PPE, supported by the introduction of Portwest PPE products (new to the portfolio).
- Achieve exponential growth and sales support.
- Boost web traffic.
- Improve the e-shop purchase rate, closely linked to increased web traffic.

8.2.2.2 Measurable Objectives

- Sales target: 20% higher than the previous year.
- E-shop purchase rate: 3% growth compared to the previous year.
- Acquisition of hot leads in 2025: 20 leads.

8.2.2.3 Achievable Objectives

- The product marketing strategy is designed to achieve the outlined objectives.
- Monthly performance analyses will ensure the campaign remains on the right track.
- Campaign optimizations will be implemented as needed during its runtime.

8.2.2.4 Relevant Objectives

The objectives contribute to long-term success. Increasing the e-shop rate by 3% and generating 20 additional leads compared to 2024 are realistic and achievable goals.

8.2.2.5 Time-Bound Plan

- B2Base Campaign: Runs from March 15 to December 31, 2025.
- Email Marketing Campaign: Spring novelty campaign (2 newsletters) and autumn novelty campaign (2 newsletters).
- Social Media Posts: Regularly created to engage target audiences.
- Sponsored Posts for Novelties: Campaigns lasting 3 weeks in spring and autumn.
- Sponsored Posts for PPE Portwest: 2-month campaign. If results are favorable, additional series will follow; otherwise, optimizations will be applied.
- Google Ads: Active throughout the entire year of 2025.
- Lead Generation Campaigns on Social Media

8.2.3 Measurement Technology

8.2.3.1 Systematic Objectives

- Increase awareness of measurement products.
- Boost web traffic.
- Improve the e-shop purchase rate, directly linked to increased web traffic.

8.2.3.2 Measurable Objectives

- Sales target: Achieve a 25% increase compared to the previous year.
- Increase web traffic to the HCT landing page by up to 15%.
- Generate 20 hot leads in 2025.

8.2.3.3 Achievable Objectives

- The product marketing strategy is designed to achieve the outlined objectives.
- Monthly performance analyses will be conducted to ensure progress is on track.
- Campaign optimizations will be made during the runtime if necessary.

8.2.3.4 Relevant Objectives

• These objectives align with the company's long-term success goals. Increasing landing page traffic by 15% and acquiring 20 additional leads compared to 2024 are realistic and achievable targets.

8.2.3.5 Time-Bound Plan

- B2Base Campaign: Runs from March 15 to December 31, 2025.
- Email Marketing Campaign: One newsletter per month related to HCT throughout the year.
- Social Media Posts: Regularly created to engage the audience.
- Sponsored Posts for Measurement Technology Novelties: 1–2 posts per month.

8.2.4 Vending Machines

8.2.4.1 Systematic Objectives

- Raise awareness of vending machines offered by the company.
- Drive customers to the website and increase web traffic.
- Generate new business opportunities.

8.2.4.2 Measurable Objectives

- Sales target: Sell 8 vending machines in 2025.
- Increase website visits by 20%.

- Acquire 20 hot leads in 2025.

8.2.4.3 Achievable Objectives

- The product marketing strategy is designed to achieve these objectives.
- Monthly performance analysis will be conducted to monitor progress and ensure the campaign is aligned with goals.
- Necessary optimizations will be applied during the campaign runtime, if required.

8.2.4.4 Realistic Objectives

- These objectives contribute to the company's long-term success. Increasing web traffic by 20% and acquiring 20 additional leads compared to 2024 are realistic goals. Selling 8 vending machines is an ambitious yet achievable target.

8.2.4.5 Time-Bound Plan

- **B2Base Campaign:** Runs from March 15 to December 31, 2025.
- **Email Marketing Campaign:** One newsletter per quarter.
- **Social Media Posts:** Regularly created to engage audiences.
- **Sponsored Posts for Novelties:** A campaign in Q3 of 2025.
- **Lead Generation Campaigns on Social Media:** Conducted three times a year, each lasting four weeks.

8.3 New Product Marketing Communication Mix (7P)

The marketing mix of selected products is presented in this subchapter. Focus is dedicated to the vending machines, machining, measurement technology and personal protective equipment. Detailed look into the marketing mix for the selected product categories planned for 2025 are presented.

8.3.1 Vending Machines

8.3.1.1 Product Line

The selected company currently has six vending machines in its portfolio. Each vending machine has a unique selling proposition (USP) that is considered during promotion. However, the general USP is described in subchapter 8.3.4 Vending Machines.

8.3.1.2 *Price*

This section focuses on price, specifically related to cost analysis. Detailed information about cost analysis can be found in subchapter 8.5.

8.3.1.3 *Promotion*

Various channels are proposed to achieve high performance and meet set objectives. This approach is a significant departure from last year's marketing communication of vending machines.

- Optimization of the landing page for vending machines with new keyword configurations.
- Blog Section: Each vending machine in the portfolio will have its own blog section, including professional articles, customer references, and short interviews with chosen companies. Topics such as "How vending machines help optimize processes, save costs, and increase productivity" will be highlighted. Additional services provided for vending machines will be promoted.
 - An instant form will be available for customers to raise requests.
 - A new feature is the process calculator, showing companies how vending machines can save costs. Customers contacting technicians through the form will receive process calculations.
 - A series of video manuals on "how to operate and maintain vending machines" will be included in this section.
 - Brochures: Six brochures (maximum of three pages each) will provide detailed information about individual vending machines.
 - Newsletters: A series will be launched to maintain customer engagement.
 - Online PR Campaigns: Conducted in spring and autumn 2025 to enhance brand awareness for vending machines from Brand 1 and Brand 2. Campaigns will include:
 - Articles in the Positive Technology Magazine, coupled with homepage banners displayed for two months.
 - Newsletters, sponsored ads, and link-building to the company's website.

- Social Media Campaigns: Posts and sponsored ads tailored to promote vending machines.
- Lead Generation Campaigns: Offered alongside professional case studies on topics such as cost savings, productivity improvements, and process optimization.
- B2Base Campaign: Running from March 15 to December 31, 2025, this campaign will target medium and large companies that are either new or have previously interacted with the landing page for vending machines and workstations. Retargeting will utilize data from the leady.cz platform.
- Email Signature Banner: A promotional banner for vending machines will be included in technicians' email signatures.

8.3.1.4 People

This section addresses the target segments for marketing campaigns:

- New Potential Leads: Medium-sized and large companies with a minimum of 10 employees from sectors such as automotive, machining, metal, steel, electrical, gas, food, and construction industries.
- Existing Customers: As described in subchapter 7.3, customers in the CRM system are segmented by value model. Target groups include:
 - Medium to large companies,
 - Customers with purchases made within the past 36 months,
 - Companies generating revenue exceeding €1,000.

8.3.1.5 Place

The company does not have a showroom in the Czech market for demonstrating vending machines. However, some vending machines are available in stock in the Czech Republic, and upon agreement, customers can arrange visits with technicians or sales representatives.

Information about vending machines is available on dedicated landing pages, supplemented by brochures and videos. The e-shop provides access to necessary documentation, such as business offers, orders, and invoices. As vending machines are high-value items, purchases are primarily handled through sales representatives.

8.3.1.6 *Process*

A continuous improvement process ensures targets are met and optimal solutions are provided to customers. This includes:

- Regular employee training.
- Digital solutions consolidating resources into one system.
- E-business tools for cost savings and process efficiency.
- Valuable materials, including the process calculator.

8.3.1.7 *Physical Evidence*

As mentioned in the "Place" section, the company lacks a showroom. Physical evidence is provided either through stock or virtual space.

8.3.2 **Machinning**

8.3.2.1 *Product line*

As the company has a broad portfolio of the product in the machining category, I propose focusing on communication the product categories at whole. The product line in this category is spread into drilling, thread milling, turning, milling and sawing. Unique selling proposition is taken into consideration and is described in the subchapter 8.3.1 Machinning.

8.3.2.2 *Price*

More details about the cost analysis are available in subchapter 8.5

8.3.2.3 *Promotion*

I propose using the different channels to obtain high performance and reach set objectives. Comparing the marketing communication of vending machines last year, this is a totally new approach to achieve the goals.

a. Optimisation of landing page related to machining field of application with and set up the new keywords (SEO)

b. **Three new brochures** – bulk packages for turning, grinding and cutting tools and machining.

c. Series of newsletters – 1x per month the newsletter for different machining category

d. Social media posts and sponsored ads focusing on ISCAR brand

My advice is to promote partner's brand 1 on Facebook sponsored ads. As could be seen in chapter 9 Campaign evaluation, the company started to promote the partner's brand 1 products in Google ads. Unfortunately, this brand and non-brand campaign, which was implemented, did not perform well. Therefore, it is convenient to try a new way of advertising.

e. **Lead Gen campaigns** to get the new hot leads and potentially bring new business opportunities. The professional book related to aluminum machining will be promoted.

f. B2Base campaign

This campaign will run from 15.3. – 31.12.2025. B2Base campaign will focus on display brand awareness ads to specific companies. The big advantage of this channel is that the company aim to the specific customer. The target group here is the completely new medium to large companies and the second target group is the companies who already know the company, visiting the landing page of machining. Those are companies obtained from the leady.cz platform and the company ought to target them with the ads based on their interest.

8.3.2.4 People

This year, I propose focusing on two target groups from several new customers and addressing existing customers with the machining products of partners brand, Brand 1 and Brand 2, as well as Partner's brand 1, which is a very strong partner and the promotion of ISCAR machining products can help to increase additional revenue.

The segments are divided into two main categories according to setting up goals.

g. Acquisition of the new potential leads (new companies)

These are medium-sized and large companies with a minimum number of 10 employees from the sectors such as:

- automotive,
- machining and metal industry,
- steel, electrical industry,
- gas, food and construction industry.

h. Focusing on existing customers in the CRM

The target group from the existing customer range are:

- medium to large companies,
- purchase within the period of 36 months,
- revenue higher than 1000 euro

8.3.2.5 Place

The business with the client is done through the salesperson. Customers may purchase the product through the e-shop which is available 24/7. Participation in 4 events in 2025 where the machining product will be exposed

8.3.2.6 Processes

The continuous improvement process, to reach the target and bring the best solution to customer, consist of regular employee training, and digital solution. Also, it includes fast delivery within 24 hours, e- shop 24/7, and valuable materials for customers.

8.3.2.7 Physical evidence

As was described in the place section, the company does not have a showroom in the Czech market. Technicians and salespeople have a case where the different selected product from machining is available. The products are also shown through printed or online catalogues, brochures or on the web.

8.3.3 Personal Protective Equipment

8.3.3.1 Product line

As the company has a broad portfolio of products in PPE, I propose focusing on communication with the product categories at whole with a focus on partner's brand 1. The product line focus categories are eye protection, head and face protection, work clothing, hand protection, protective workwear and foot protection. A unique selling proposition is taken into consideration and is described in the suchapter 8.3.2 Personal Protective Equipment.

8.3.3.2 *Price*

More details about the cost analysis are available in subchapter 8.5

8.3.3.3 *Promotion*

a. Optimisation of landing page related to PPE field of application with and set up the new keywords (SEO) as well as on blog

b. Two new brochures connected to eye and foot protection,

c. Special price promotion campaign with selected products (shoes, gloves, eye wear) – the campaign was taking place in 2024, unfortunately, did not reach the target as it can be seen in the chapter 9 Campaign evaluation. I propose to make an optimisation of this campaign and continue for 3-4 weeks 2025 the second-round campaign,

d. Price promotion and editorial newsletters together with promotion of services provided,

e. Optimisation of microsites which were created in 2024 with the pop-up window for free samples,

f. Social media posts and sponsored ads focusing on partner's brand 2,

g. Novelties campaigns: spring collection and winter collection – each 4-week campaign in all channels (SEA, SOME, newsletters, web).

My advice is to promote partner's brand 2 on Facebook sponsored ads. As could be seen in the subchapter 7.4.1 Google analytics 4, the company started to promote the partner's brand 2 product in Google ads. Unfortunately, this brand and non-brand campaign, which was implemented, did not perform well. Therefore, it is convenient to try a new way of advertising.

h. Lead Gen campaigns to get the new hot leads and potentially bring new business opportunities. It will be offered to study articles about hand injuries and how to avoid them, how to choose the perfect footwear, hand protection.

i. B2Base campaign

This campaign will run from 15.3. – 31.12.2025. B2Base campaign will focus on display brand awareness ads to specific companies. The big advantage of this channel is that the company aim to the specific customer. The target group here is the completely new medium to large companies and the second target group is the companies who already know

the company, visiting the landing page of PPE categories. Those are companies obtained from the leady.cz platform and we will retarget them with the ads based on their interest.

8.3.3.4 People

This year, I propose focusing on two target groups from several new customers and addressing existing customers with the machining products of partners brand, Brand 1 and Brand 2 as well as partner's brand 2.

The segments are divided into two main categories according to setting up goals.

j. Acquisition of the new potential leads (new companies)

These are medium-sized and large companies with a minimum number of 10 employees from the sectors such as:

- automotive,
- machining and metal industry,
- steel, electrical industry,
- gas, food and construction industry.

k. Focusing on existing customers in the CRM

The target group from the existing customer range are:

- medium to large companies,
- purchase within the period of 36 months,
- revenue higher than 1000 euro

8.3.3.5 Place

The business with the client is done through the salesperson. Customers may purchase the product through the e-shop which is available 24/7.

8.3.3.6 Processes

The continuous improvement process, to reach the target and bring the best solution to customer, consist of regular employee training, and digital solution. Also, it includes fast delivery within 24 hours, e- shop 24/7, and valuable materials for customers.

8.3.3.7 *Physical evidence*

Technicians and salespeople have a trolley case where the different selected product from machining is available. The products are also shown through printed or online catalogues, brochures or on the web.

8.3.4 Measurement technology (HCT)

8.3.4.1 *Product line*

Micrometers, dial indicators, calipers, measurement machines, high gauges

8.3.4.2 *Price*

More details about the cost analysis are available in subchapter 8.5

8.3.4.3 *Promotion*

a. Optimisation of landing page related to HCT field of application with and set up the new keywords (SEO),

b. New webinar,

c. Special price promotion campaign with selected products,

d. Price promotion and editorial newsletters together with promotion of services provided,

e. Social media posts and sponsored ads especially the novelties,

f. Lead Gen campaigns to get new hot leads and potentially bring new business opportunities. It will be offered the webinar.

g. B2Base campaign

This campaign will run from 15.3. – 31.12.2025. B2Base campaign will focus on display brand awareness ads to specific companies. The big advantage of this channel is that the company aim to the specific customer. The target group here is the completely new medium to large companies and the second target group is the companies who already know the company, visiting the landing page of HCT categories. Those are companies obtained from the leady.cz platform and we will retarget them with the ads based on their interest.

8.3.4.4 People

a. Acquisition of the new potential leads (new companies)

These are medium-sized and large companies with a minimum number of 10 employees from the sectors such as:

- automotive,
- machining and metal industry,
- steel, electrical industry,
- gas, food and construction industry.

2. Focusing on existing customers in the CRM

8.3.4.5 Place

The business with the client is done through the salesperson. Customers may purchase the product through the e-shop which is available 24/7.

8.3.4.6 Processes

The continuous improvement process, to reach the target and bring the best solution to customer, consist of regular employee training, and digital solution. Also, it includes fast delivery within 24 hours, e- shop 24/7, and valuable materials for customers.

8.3.4.7 Physical evidence

Technicians and salespeople have a trolley case where the different selected product from machining is available. The products are also shown through printed or online catalogues, brochures or on the web.

8.4 Communication strategy planning

This chapter focuses on communication strategy planning for selected products, with an emphasis on the time analysis for vending machines, machining, PPE, and measurement technology — identified as the communication peaks for this year. It connects closely to subchapter 8.4, which outlines the new product marketing communication mix. The following section provides a time analysis of individual campaigns for each application area, rather than considering the project as a complete whole.

The analysis incorporates the Critical Path Method, which is an integral part of the time analysis. This method identifies the critical path for each campaign project, representing the shortest time needed to complete the project. It also includes a Gantt chart, illustrating the earliest possible start of individual project activities. In the Appendix XIII – XV.

The chapter is followed by cost analysis in section 8.5.2, and risk analysis in subchapter 8.5.3. Risks are an inherent part of every project and can emerge at any stage. They may vary in probability and level of impact, and addressing these risks effectively is vital for project success.

8.4.1 Time analysis

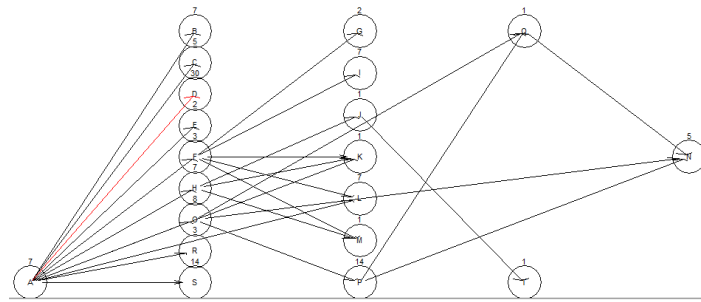
The critical path of the vending machine project was developed using the PQM QM program. Table 21 highlights the project's critical points, displayed in red, where the time reserve for these activities is equal to 0. This indicates that no delays are permissible; otherwise, the project's overall duration and associated costs will increase. The critical path also specifies the shortest timeframe required to complete the project. For the vending machine project, a duration of 37 days is needed, as shown in table 8. The final critical path, visualized in Figure 36, follows the sequence A → D. Any delay in activity A, which involves analysis and team briefing, will directly impact activity D, the creation of video manuals. Furthermore, the Gantt chart, illustrated in Figure 37, displays the earliest possible start times for individual project activities.

Activity	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
Project	37					
A	7	0	7	0	7	0
B	7	7	14	30	37	23
C	5	7	12	32	37	25
D	30	7	37	7	37	0
E	2	7	9	35	37	28
F	3	7	10	27	30	20
G	2	10	12	35	37	25
H	7	7	14	28	35	21
I	7	10	17	30	37	20
J	1	14	15	35	36	21
K	1	14	15	36	37	22
L	7	10	17	30	37	20
M	1	14	15	36	37	22
N	5	30	35	32	37	2
O	8	7	15	9	17	2
P	14	15	29	17	31	2
Q	1	29	30	31	32	2
R	3	7	10	34	37	27
S	14	7	21	23	37	16
T	1	15	16	36	37	21

Table 8: Time analysis of vending machine project

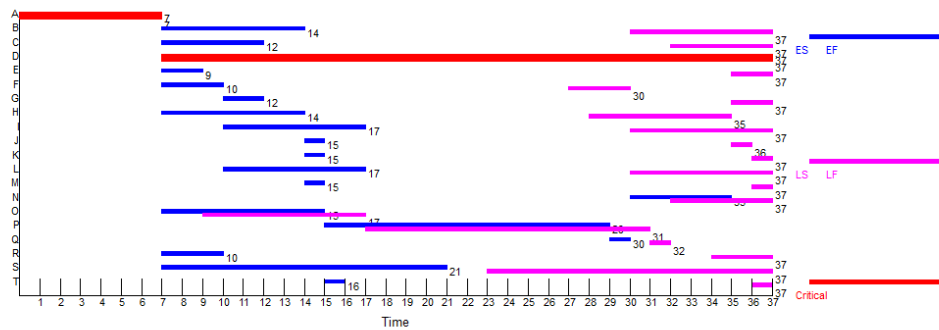
(source: own elaboration using QM software)

Figure 36: Critical path analysis



(source: own elaboration using QM software)

Figure 37: Gantt chart for vending machines



(source: own elaboration using QM software)

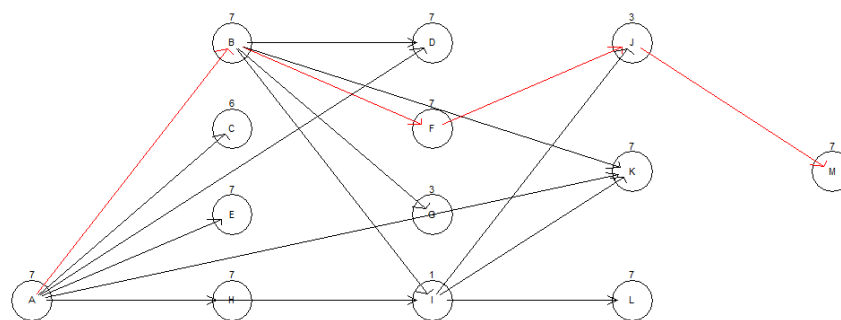
The critical path of the PPE project was developed using the PQM QM program. Table 9 highlights the critical points of the project, marked in red, where the time reserve for these activities is zero. This signifies that no delays are permissible; otherwise, both the overall project duration and associated costs will increase. The critical path also represents the earliest possible timeframe for implementing the project. For the PPE project, a total of 31 days is required, as detailed in Figure 38. The final critical path is illustrated in Graph 21 and follows the sequence $A \rightarrow B \rightarrow F \rightarrow J \rightarrow M$. Additionally, the Gantt chart, shown in Chart 20, provides insights into the earliest possible start times for individual project activities.

Activity	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
Project	31					
A	7	0	7	0	7	0
B	7	7	14	7	14	0
C	6	7	13	25	31	18
D	7	14	21	24	31	10
E	7	7	14	24	31	17
F	7	14	21	14	21	0
G	3	14	17	28	31	14
H	7	7	14	13	20	6
I	1	14	15	20	21	6
J	3	21	24	21	24	0
K	7	15	22	24	31	9
L	7	15	22	24	31	9
M	7	24	31	24	31	0

Table 9: Time analysis of PPE

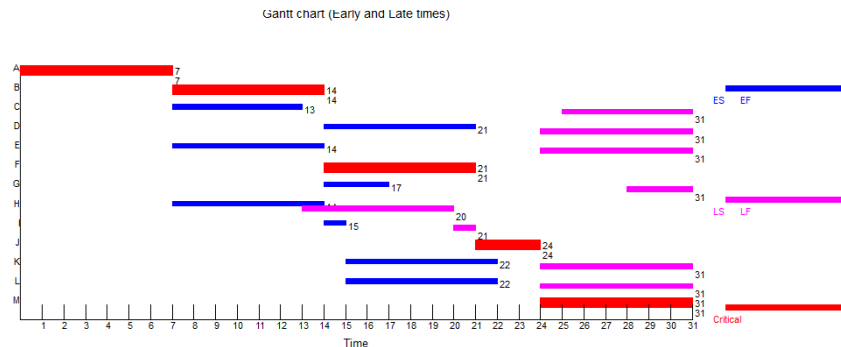
(source: own elaboration using QM software)

Figure 38: Critical path analysis



(source: own elaboration using QM software)

Figure 39: Gantt chart for PPE



(source: own elaboration using QM software)

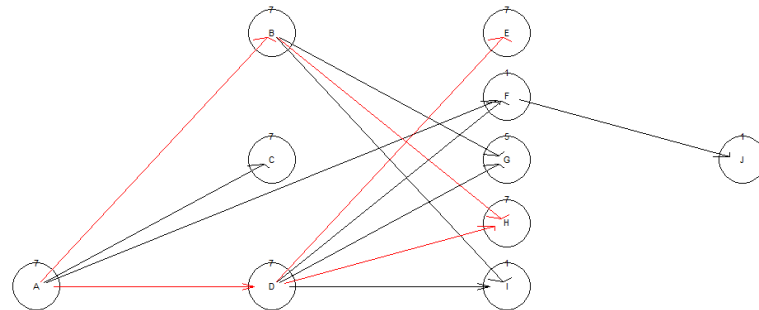
The critical path of the machining project was developed using the PQM QM program. Table 25 identifies the critical points of the project, highlighted in red, where the time reserve for these activities is zero. This indicates that any delays will extend the overall project duration and increase associated costs. The critical path also represents the shortest possible timeframe for project implementation. For the machining project, a duration of 21 days is required, as shown in Table 10. The final critical path is illustrated in Figure 40 and follows the sequences $A \rightarrow B \rightarrow M$ and $A \rightarrow D \rightarrow E$, where D also leads to M. Additionally, the Gantt chart, shown in Figure 41, highlights the earliest possible start times for individual activities.

Activity	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
Project	21					
A	7	0	7	0	7	0
B	7	7	14	7	14	0
C	7	7	14	14	21	7
D	7	7	14	7	14	0
E	7	14	21	14	21	0
F	1	14	15	19	20	5
G	5	14	19	16	21	2
H	7	14	21	14	21	0
I	1	14	15	20	21	6
J	1	15	16	20	21	5

Table 10: Time analysis for machining project

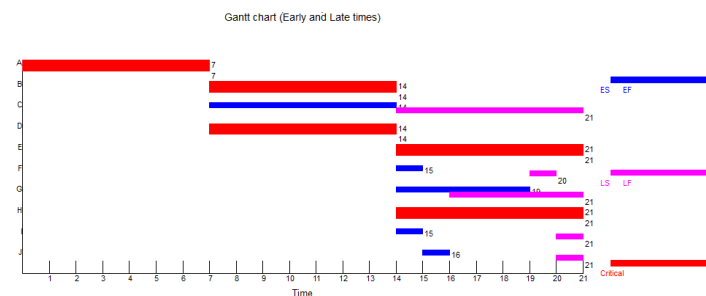
(source: own elaboration using QM software)

Figure 40: Critical path analysis



(source: own elaboration using QM software)

Figure 41: Gantt chart for machining



(source: own elaboration using QM software)

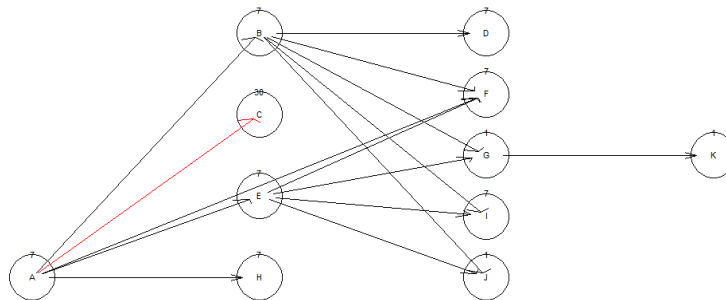
The critical path of the project related to measurement technology was developed using the PQM QM program. Table 28 highlights the project's critical points, marked in red, where the time reserve for these activities is zero. This indicates that any delays will extend the overall project duration and increase associated costs. The critical path also represents the earliest possible timeframe for project implementation. For the measurement technology project, a duration of 37 days is required, as shown in Table 11. The final critical path is illustrated in Figure 42 and follows the sequence A → C. Additionally, the Gantt chart, shown in Figure 43, provides insights into the earliest possible start times for individual activities.

Activity	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
Project	37					
A	7	0	7	0	7	0
B	7	7	14	23	30	16
C	30	7	37	7	37	0
D	7	14	21	30	37	16
E	7	7	14	23	30	16
F	7	14	21	30	37	16
G	1	14	15	35	36	21
H	7	7	14	30	37	23
I	7	14	21	30	37	16
J	1	14	15	36	37	22
K	1	15	16	36	37	21

Table 11: Time analysis for measurement technology project

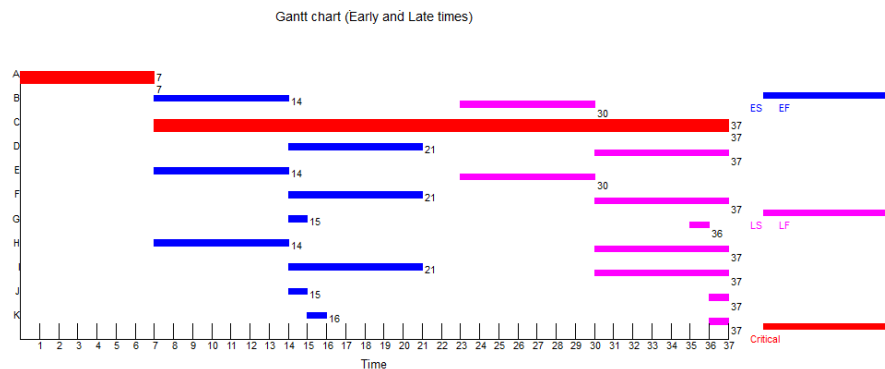
(source: own elaboration using QM software)

Figure 42: Critical path analysis



(source: own elaboration using QM software)

Figure 43: Gantt chart for measurement technology



(source: own elaboration using QM software)

Section 8.4.2 presents the cost analysis associated with implementing the projects for vending machines, PPE, measurement technology, and machining. The primary preparation is handled by the Czech marketing team, with costs covered under the monthly salaries received. However, the additional expenses for these projects include agency work, participation fees, PR activities, and the printing of brochures.

The campaign projects for the defined product categories outlined in Table 25 are scheduled to run throughout the year, reflecting the annual costs incurred.

8.4.2 Cost Analysis

Cost item	Costs in CZK
Vending machines	
Online PR	100 000
Link-building	10 000
Participation fee or gift (customer story)	2 000
Agency fees (SEA, banners, pm)	207 000
Brochures - print	15 000
Measurement technology	
Agency fees (SEA, banners, pm)	207 000
Webinar	50 000
Personal Protective Equipment	
Agency fees (SEA, banners, pm)	207 000
Machinning	
Agency fees (SEA, banners, pm)	207 000
Brochures - print	420 000
Total costs	1 425 000 CZK = 57 903 EUR

Table 12: Cost analysis

(source: own elaboration)

The largest portion of the costs is attributed to the printing of brochures, predominantly in the machining category. The second largest expense involves agency fees, which support the Czech marketing team with the implementation and optimization of Google Ads (SEA) campaigns and the creation of some graphical banners. These fees also cover project management and the usage of the B2Base channel, which will be utilized for all product categories listed in Table 12 throughout 2025.

8.4.3 Risk Analysis

The table 13 presents the identified risks that may arise during the course of the projects. The probability of occurrence is categorized as follows: low with a value of 0.3, medium with a value of 0.6, and high with a value of 0.9. The total risk value is calculated as the product of the probability value and the impact rate value.

Risk	Probability			Impact rate			Total <i>Risk = P*IR</i>
	0,3	0,6	0,9	0,3	0,6	0,9	
Lack of budget to implement a projects due to cost savings during the year			x		x		0,54
Lack of CZ marketing capacity			x			x	0,81
Inappropriate selection of online tools	x				x		0,27
Failed to establish cooperation with the customer within “Customer story“		x				x	0,54
Not reaching the project goals	x					x	0,27

Reducing interest caused by overwhelming (messaging)	x					x	0,27
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Table 13: Risk analysis

(source: own elaboration)

The most significant risk is the lack of capacity within the Czech marketing team, which could significantly impact the project. Additionally, there are two risks with the highest total value that must be carefully considered. The risk of potential cost savings during the year. If the company decides to cut costs in areas critical to the project's success, this could profoundly affect its overall progress and outcomes. As part of the vending machine promotion strategy, having a "customer stories" section is recommended. However, if the selected company is unwilling to provide references or declines to cooperate, it could partially undermine the project's attractiveness and effectiveness.

9 CAMPAIGN EVALUATION

One of the marketing objectives for 2025 is to support the sales of machining products from Partner's Brand 1 and personal protective equipment from Partner's Brand 2. Subchapter 8.3, New Product Marketing Communication Mix, includes a dedicated section focusing on strategies to boost sales for these two application categories.

The campaign began on January 6, 2025, and performance analysis has already been conducted, please see Table 14. These campaigns are monitored monthly, with analyses identifying potential gaps and providing opportunities for optimization.

	Impression	Clicks	Link clicks	Transaction
Partner's Brand 1	73	3	3	0
Partner's Brand 2	222	2	2	0
TOTAL	295	5	5	0

Table 14: Google Campaign evaluation_January 2025

(source: own elaboration)

It is evident that these two campaigns have not delivered satisfactory results. The campaigns are currently running via Google Ads, but the target audience has not responded positively to them. As part of the new product communication strategy for machining and PPE, I propose switching to a different channel—Facebook Ads—while utilizing the same banners from the Google Ads campaign. After conducting an analysis, it will be easier to compare and determine whether the campaign has been successful.

Channel	Type	Impression	Clicks	Link Clicks	Transaction	PNO
Google	Brand	8192	2105	2105	136	0,7%
Google	Non-brand	19180	897	897	63	2,54%
Bing	Brand	2332	140	140	1	2,9%
Bing	Non-brand	20999	751	751	39	1,83%
	Total	50703	3893	3893	239	1,39%

Table 15: Performance of other online campaigns January 2025

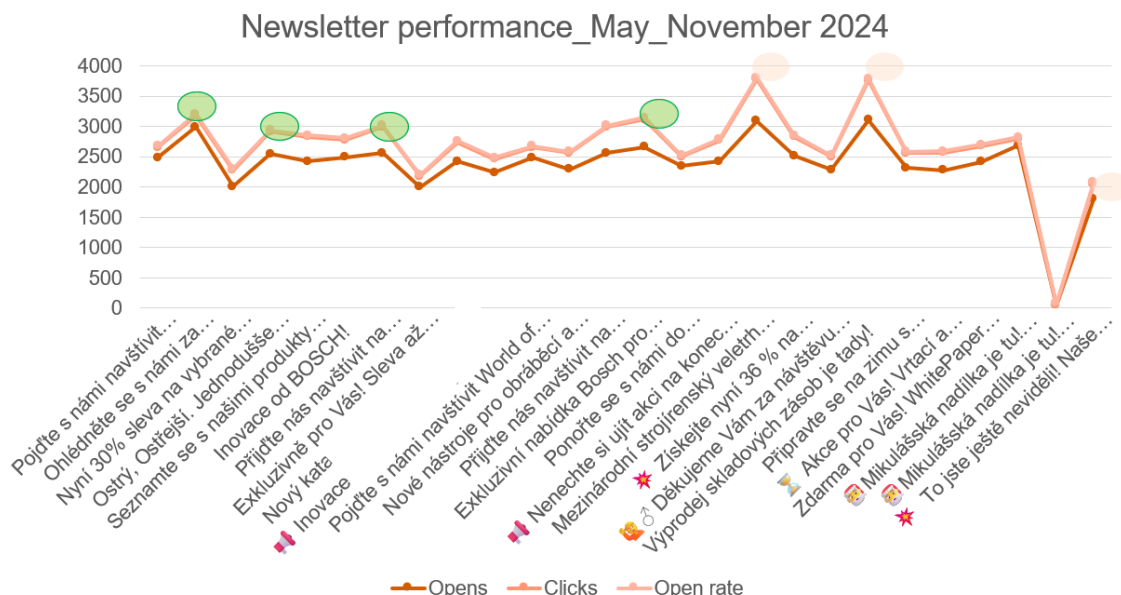
(source: own elaboration)

Table 15 presents the performance of other online campaigns run on Google and Bing. The Google Ads non-brand campaign, focusing on the PPE and machining categories, performs particularly well. Non-brand campaigns for these categories are also running on Bing, but with significantly lower impressions and clicks.

Most transactions originate from the Google Ads brand campaign. Although the impressions for the brand campaign on Google are not exceptionally high, it generates the majority of transactions. Overall, the total of 50,703 impressions in January 2025 is considered a positive result. Due to confidentiality, revenue data is not included in this section; however, monthly analyses are conducted. These campaigns are proving cost-effective, as the revenue generated surpasses the costs, resulting in a high return on ad spend (ROAS), which typically exceeds 100%.

Figure 44 evaluates email campaign performance from 2024. The company conducts multiple campaigns utilizing email marketing. In subchapter 8.3, proposed email marketing campaigns are aimed at defined product categories. This analysis was undertaken to identify the most effective email approaches and apply these insights to optimize new campaigns for the products outlined in subchapter 8.3.

Figure 44: E-mail marketing performance 2024: Newsletter's distribution



(source: own elaboration)

10 RECOMMENDATION

As the campaign evaluation and analysis were completed in Chapter 9, I propose several recommendations to enhance marketing communication efforts.

10.1.1 Recommendations for Email Marketing Campaigns

Continuous optimization of email campaigns is essential. While detailed metrics such as open rates, click-through rates, and revenue are confidential and not provided here, the following insights were obtained:

10.1.1.1 *Special Offer Campaigns*

- Campaigns featuring special offers are engaging for customers. However, it is crucial to understand their current needs and offer tailor-made products accordingly.
- Top-performing special offers: Innovations from partner brands (power tools); new tools for machining and clamping technology.
- Lower-performing newsletters: Radius cutters and deburrs; office and swivel chairs.
- Effective email subjects: "Exclusively for you!" and "Free for you!"
- Ineffective email subject: "Get it now."

10.1.1.2 *Popular Promotions*

- Clearance sales.
- Year-end promotions.
- Personalized local campaigns (e.g., Saint Nicholas campaign, PPE local promotions).
- Retrospective campaigns like "Take a look back at the event with us."

10.1.1.3 *Other Recommendations*

- Organize more local events tailored to Czech customers with personalized mailings (achieving a 29% open rate).
- Personalize emails for SILVER+ customers, targeting specific categories such as measurement technology and machining.

10.1.2 General Recommendations for Marketing Communication in the Czech Market

Consistency in communication should be prioritized. The company should market the ecosystem and the services offered for each product category or product itself.

- **Lead Generation:** Utilize LinkedIn Sales Navigator for lead generation, as it presents substantial potential for acquiring high-quality leads.
- **Online PR Campaigns:** Set up PR campaigns to boost brand awareness for vending machines. The campaigns should address customer needs with messaging such as "Increase productivity and save your cost."
- **Localized Promotions:** Offer local price promotions based on the specific needs of local customers.

10.1.3 Additional Tactics

- Build campaign messaging around reference photos and videos to enhance customer engagement and perceived value.

These recommendations have already been incorporated into the 2025 marketing plan, detailed in Chapter 8.

CONCLUSION

In today's dynamic and rapidly evolving environment, high-quality marketing communication has become an indispensable element for all entities operating in the market. Achieving effectiveness and success in this area requires professional expertise to determine the appropriate tools and methods.

An integral part of this thesis is the theoretical section, which presents processed information regarding marketing communication, the marketing and communication mix, situational analyses, and marketing models. To secure a competitive advantage, it is essential for companies to focus not only on the appropriate target group within their existing customer base but also on acquiring new potential leads, for which the STP and RFM models are applied.

The practical section of the thesis focuses on a SWOT analysis, conducted using internal data gathered through a customer satisfaction survey. Identified strengths can be leveraged in campaign messaging by utilizing reference photos and videos to enhance customer engagement and brand awareness.

The 5C framework includes both customer and company analysis, particularly in the context of product marketing communication in 2024. Monitoring of competitors and their marketing communication strategies for selected products was also undertaken. It was observed that competitors place a strong emphasis on branding campaigns, and their websites are structured in the form of attractive, user-friendly blogs. Based on these findings, consistency in communication should be prioritized. The company is advised to promote the ecosystem and associated services for each product category or individual product. Substantial potential for acquiring high-quality leads was identified through the use of LinkedIn Sales Navigator.

Lead generation has been identified as one of the priority goals for the selected company in 2025. Accordingly, lead management analysis is presented in Chapter 7, focusing on communication means and channels utilized in 2024. The analysis serves as the basis for deciding which channels should continue to be employed in future marketing communications. It was found that events, together with the Leady.cz platform, remain the least spectacular communication channels; however, leads generated from case study materials focusing on emerging topics are highly attractive to both existing and potential customers.

Keyword analyses (SEO) were also conducted. Based on the findings, new keywords were designed to optimize landing pages, one of the company's key communication channels. Sales analysis revealed that vending machines, measurement technology, machining, and PPE (Personal Protective Equipment) product groups should be the primary focus of communication efforts. Consequently, a new marketing communication strategy has been designed for these areas. One recommendation is to implement PR campaigns to boost brand awareness for vending machines. Campaign messaging should address customer needs with statements such as "Increase productivity and save your costs." A new marketing plan for 2025 was developed, along with clearly defined goals the company aims to achieve. The product marketing strategy, detailed in Chapter 8, outlines the strategic pathway to achieve these goals and reach the targeted customer groups.

A critical path method (CPM) analysis was conducted for each project individually. It was determined that the total project preparation time is 37 days for vending machines, 31 days for PPE, 37 days for measurement technology, and 21 days for machining. The total cost for all four projects over the course of the year amounts to CZK 1,425,000 (approximately EUR 57,903). The highest risks identified include limited capacity within the Czech marketing team, potential cost-saving initiatives during the year, and customers' potential refusal to provide references for case studies. Such references, intended to serve as valuable blog content, are considered highly attractive to the target audience.

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LIST OF ABBREVIATIONS

MSV	Mezinárodní Strojírenský Veletrh (International Industrial Trade fair)
GA4	Google analytics 4
PPE	Personal Protective Equipment
HCT	Connected tools/Measurement technology
CPM	Critical Path Method
SEO	Search Engine Optimisation
SEA	Search Engine Advertisement
PR	Public Relation
Ads	Advertisements
B2Bse	Name of marketing channel
Lead Gen	Lead Generation campaign
NPS	Net Promotor Score
MQL	Marketing Qualification Lead
SQL	Sales Qualification Lead
USP	Unique Selling Proposition
KPI's	Key Performance Indicators
CVD	Customer Value Driven
ROAS	Return on advertisement spend
NL	Newsletter
CVM	Customer Value Model
PNO	Podíl nákladů na obratu (Cost share of turnover)

APPENDICES

Appendix I: Competitor's monitoring machining

Appendix II: Competitor's monitoring of ppe products

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Appendix XV: Activity description for machining campaign

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APPENDIX I: COMPETITOR'S MONITORING OF MACHINING PRODUCTS

ASPECTS	MAV SPOL. S R.O.	GRUMANT
Priority/message	Production of cutting tools and gauges	Tools for your success Industrial quality High pace of tool development High technological level of the tools offered
Products offered	machining, milling, thread cutting tools, turning, grinding and cutting technology, cutter, knife and drill bodies	Turning, milling, drilling, threading, boring holes
Price	Customers may request better price on demand	No available prices
Place	Web, Facebook, e-shop	Web, customer portal, facebook, youtube
Promotion	Materials: e-catalogues, machinnng brochures, industry chemicas, general leaflet about offering Some: not attractive posting and no consistency, ads related to events Sales promo: Clearance sales Sponsoring: hockey club VHK Vsetín	Web: references, PR section, graphical manual Brochures: Zero Point – an effective way to clamp workpieces, Zerobot – an effective way to automate, ‘Pay attention to the secondary times during machining’ Apel on service: technological consulting system of management and distribution of machining tools wide range of tools of world brands technological audit quality guarantee security of timely deliveries of goods turnkey technology development

		perspective, productivity, reliability and efficiency... Ads: Price promotion, demonstration car ("Order a free presentation of vises directly from you today.") SOME: not consistency, focus on branding
Process	Web is not attractive and not user friendly Purchase can be made after log in into e-shop	Technological support – CAD/CAM/PDM software systems. DNC sites, Tool management Guarantee of the shortest delivery times (expedition till 48 hours, guarantee of constant production support - within 2-5 days) consultants perform tuning of the machining process directly at your place
People	B2B customers	B2B customers
Physical evidence	Wholesales, warehouse	demonstration car

APPENDIX II: COMPETITOR'S MONITORING OF PPE PRODUCTS

ASPECTS	ARDON	CERVA
Priority/Message	ARDON® products are not just about quality, but also about real experiences	Minimizing the risk of work-related injuries
Products offered	Protective working clothes, outdoor clothes, protective shoes, outdoor shoes, gloves, eye, ear and head protection, protective respiratory mask, fall protection	Protective clothes, shoes, gloves, eye, ear and head protection, protective respiratory mask, fall protection, first aid kit
Price range	Clothes: 29,76 – 4145,74 CZK Outdoor clothes: 45,62 – 2179,99 Protective Shoes: 295,56 – 2299 CZK Gloves: 6.62 – 1188,19 CZK	Price are available only after log in into the B2B portal, not visible in the web.
Place	Web interconnected with e-shop Instagram, Facebook, Youtube	Web, FB, IG, LinkedIn, Youtube, B2B portal, Section “where to buy” Whistleblowing channel – for obtaining the feedback and reporting the non ethical behaviours
Promotion	Web – home page consist of the key value for customers (Czech company/Czech design; item stocks, expedition till 24 h., benefits for the registered customers, free transport (order up to 2000,-) Animation home teaser SEO: funkční čepice, bezpečnostní polobotka, polomasky, SOME: Materials: catalogue, (without price) size charts; cuts, materials, pictograms, logo manual	Web - animation home teaser, main page - section of the best brands SEO: pracovní oděvy pro udržitelnou budoucnost; unikátní kolekce, ve které jste vidět; Inovace v každém detailu, bezpečnost a pohodlí při práci Blog: tips and tricks how to chose the perfect prptective equipment, how to stay safe, ads of novelties, certification

	Competitions: on social medias “searching for testers” Communication apel: communication based on reference photos or photos from the real environment, its more about branding then sales promotion Customers stories/ authentic references “real experience from their customers”	Web section “risks” – chemical risks, fall risk, bad weather, cut, electric shock, eye injuries, dusty environment Some: rarely is it a sales promotional, it is more about branding - product promotion, but also a social aspect materials: catalogue without prices, brochures
Process	User friendly and attractive web Testing team: Regularly searching for testers from among customers who can test our products directly in practice. Company purchases (IČO) can be done only after registration.	a. User friendly web b. Section “where to buy” – chose the size of your company – fill the form – then the sales guy will contact the customer till 24 hours c. Services: Customer’s cooperation – vending machines, fall protection review, audit PPE
People	B2B, B2C customers	Focus on: SME (0-250 employees; Large companies (250 + employees)
Physical evidence	Stores, e-shop	Cerva stores, e-shop after login to B2B portal

APPENDIX III: COMPETITOR'S MONITORING OF MEASUREMENT PRODUCTS

ASPECTS	GRUMANT
Priority/message	Tools for your success, Industrial quality, High pace of tool development, High technological level of the tools offered
Products offered	Micrometers, Micrometer heads, Calipers, Height gauges, Depth gauges, Bore gauges, End gauges, Calibration instruments, Measuring standards, Dial indicators, Lever dial indicators, Scanning systems, Linear rulers, Coordinate measuring machines, Surface roughness measuring instruments, Contour measuring instruments, Circularity-cylindricity measuring instruments, Hardness testers, Image processing systems, Microscopes, Profile projectors, Lenses, Measurement data transmission systems
Price range	No available prices
Place	Web, customer portal, facebook, youtube
Promotion	Web: references, PR section, graphical manual Apel on service: technological consulting system wide range of tools of world brands, technological audit, quality guarantee security of timely deliveries of goods. Development, perspective, productivity, reliability and efficiency... Ads: Price promotion, demonstration car ("Order a free presentation of vises directly from you today.") SOME: not consistency, focus on branding
Process	Technological support – CAD/CAM/PDM software systems. DNC sites, Tool management Guarantee of the shortest delivery times (expedition till 48 hours, guarantee of constant production support - within 2-5 days) and consultants perform tuning of the machining process directly at your place
People	B2B customers
Physical evidence	demonstration car

APPENDIX IV: COMPETITOR'S MONITORING OF VENDING MACHINES

ASPECTS	MACTEVEND
Priority/Message	“ Our care, your comfort
Products offered	Automated spring dispenser, drawer dispenser, drawer dispenser with weight sensing, cabinet dispensers
Price range	Prices are not available on web. The customer has to fill out form for demand
Place	Web, e-shop (form of microsite), FB, IG, LinkedIn, Youtube
Promotion	Web looks very attractive, user friendly and is designed in the form of a blog.
Process	Demo services - Test the vending machine directly in company operation for up to two months. Installation of the device only after training your team Connecting SSIS to the ERP system SSIS serves as a central platform that connects our inventory management equipment to the company's ERP information system. SOME: not consistent communication on some, focus on branding Materials: case study available for automotive segment (Mercedes) Communication: vending machines in combination with protective equipment Home page animation teaser, branding
People/Segment	B2B: Automotive, Transportation, Energy, Aviation, Heavy Industry, Healthcare
Physical evidence	store

APPENDIX V: ORGANIC KEYWORD SEARCH

TOP QUERIES	CLICKS	IMPRESSIONS	CTR	POSITION
Company name	1729	9579	18.05%	1.66
company name cz	639	1822	35.07%	1.00
brand1	521	4039	12.90%	1.24
stelka bot	357	2159	16.54%	1.00
stélka boty	323	2693	11.99%	1.00
brand2	243	813	29.89%	1.41
soustružnické nože druhy	72	817	8.81%	1.23
Nářadí	72	222	32.43%	1.00
stelka boty	69	593	11.64%	1.00
druhy soustružnických nožů	42	466	9.01%	1.33
company.cz	36	63	57.14%	1.71
žebřík na schody	31	775	4.00%	1.91
vnitřní stélka boty	24	186	12.90%	1.00
Brand 2 baterka	21	84	25.00%	1.06
vnitřní stelka	19	157	12.10%	1.00
Brand 2 nářadí	18	102	17.65%	1.01
Kontakt	18	69	26.09%	1.23
vnitřní stélka	15	100	15.00%	1.00
typy soustružnických nožů	14	106	13.21%	1.33
brand1 tools	13	49	26.53%	1.24

APPENDIX VI: CHOSEN TOP 10 SEO PAID KEYWORDS

KEYWORD	POSITION	SEARCH VOLUME	COMPETITION
špunty do uší	14	2150	46%
termoprádlo	82	1900	52%
pracovní	72	900	41%
Lupa	93	2800	60%
pracovní oblečení	30	1200	46%
pracovní kalhoty	33	4400	52%
pracovní kraťasy	24	2050	49%
Metr	92	5000	55%
krimpovací kleště	49	2200	51%
Zdroj	77	2150	51%
poloměr	78	900	44%

APPENDIX VII: SEO PAID KEYWORDS ANALYSIS

KEYWORD	POSITION	SEARCH VOLUME	COMPETITOR
stélka boty	1	500	36%
špunty do uší	14	2150	46%
délka stélky	7	400	32%
termoprádlo	82	1900	52%
pracovní	72	900	41%
uhlomer	52	300	40%
úhloměr	80	650	42%
lupa	93	2800	60%
obrábění	38	700	46%
stlačený vzduch	26	350	40%
soustružení	26	500	43%
ochranné brýle	26	300	44%
pracovní oblečení	30	1200	46%
pracovní kalhoty	33	4400	52%
pracovní kraťasy	24	2050	49%
pracovní trička	40	850	43%
tlakový obvaz	29	800	43%
vykřicník	34	850	44%
whitworthův závit	26	500	33%
oxid hlinitý	41	700	32%
metr	92	5000	55%
bílé boty	84	400	40%

krimpovací kleště	49	2200	51%
vertikální	56	300	36%
zdroj	77	2150	51%
nýtovací kleště	22	600	43%
pájecí stanice	25	650	43%
dílenský vozík	28	450	42%
vozík	21	700	48%
wera werk	46	500	32%
poloměr	78	900	44%

APPENDIX VIII: KEYWORD PROPOSAL FOR IMPLEMENTATION

Machining	
Obrábění	Optimalizace výroby, Obrábění nástrojů, Nástroje, Kvalitní nástroje
Soustružení	Nástroje pro soustružení, Soustružení
Závitování	Nástroje pro závitování, Závitníky, Závitník
Třískové obrábění	Obráběcí nástroje, Obrábění
Frézování	Nástroje pro frézování, Fréza
Vrtání otvorů	Profesionální nástroje pro vrtání
Personal Protective equipments	
Ochranné brýle	Ochranné brýle, bezpečnostní brýle
Ochrana sluchu	chrániče sluchu, špunty do uší
Pracovní rukavice	Ochrana rukou, Ochranné rukavice, Odolnost proti oděru
Ochranné obleky	Pracovní oděvy, Ochranné oblečení, Montérkové kraťasy, Pracovní kalhoty, pracovní trička, termoprádlo,
Pracovní obuv	Bezpečnostní obuv, stélka boty, lehká pracovní obuv, Stelka bot
Measurement technology	
Profesionální měřicí přístroje, Měřicí a zkušební přístroje, Optimální řešení měřicí techniky, Digitální, přesné a spolehlivé, Posuvní měřítko brand 1, Elektronický momentový klíč HCT, Digitální a přesný úhломěr, Jednoduchá a rychlá kalibrace, Digitální špičkový siloměr, Ruční měřicí nástroje, Zkušební přístroje pro průmysl, Přesné výsledky rychle a snadno, Široká škála měřidel, Přesné a spolehlivé měření, Elektronické momentové klíče	

Workstation and storages
Dílenský vozík, Vozík, Zařízení provozů se systémem, Flexibilní plánování pracoviště, Pracovní stoly, Revoluce v zařízení provozů, Kombinace efektivity s ergonomií, Bezdrátová práce až 8 hodin, Spojení stability a ergonomie, Skříně, Nová dimenze v zařízení provozů
Vending machines
Systémy pro výdej zboží a nástrojů, Modulárně kombinovatelné skříně, Maximální flexibilita, Inteligentní systém výdeje zboží, Automatický výdej zboží, Průmyslové systémy pro výdej zboží, Inovativní a modulární systémy, Vyšší efektivita, včasná upozornění

APPENDIX VIX: MACHINNING'S USP AND SERVICE PROVIDED

UNIQUE SELLING PROPOSITION	SERVICES PROVIDED
Faster machine process, colder operation, greater resistance to deposits Complex machining on CNC turning-milling centers Stronger self-clamping design on stationary tools - Productive and cost-effective machining solutions Complete solutions for manufacturing heat exchangers for drilling, turning, milling and grooving	Professional article (case study): machining by right way Brochures bulk packaging (more advantageous prices): turning, machining, grinding and cutting technology innovative thread milling process-safe solutions for tool and mold products Regrinding services Perfect logistic: fast delivery (till 24 hours) Wide range of assortments E-shop 24/7 System partnership Professional advisory Catalogue + app Machining calculator

APPENDIX X: PPE's USP AND SERVICE PROVIDED

UNIQUE SELLING PROPOSITION	SERVICES PROVIDED
Modern design for exceptional wearing comfort High level of occupational safety and employee protection Prevention of the risk of health-threatening accidents Thermo clothing Cut-resistant gloves Fire-resistance cloths	Brochures Professional article (case study) How to prevent hand injuries mistakes to avoid when choosing protective gloves How to choose protective shoes How to succeed with complex PPE contracts Blog articles: advice and tips Professional advisory Perfect logistic: fast delivery (till 24 hours) E-shop 24/7 Wide range of assortments System partnership Catalogue + app Individual textile adjustment

APPENDIX XI: MEASUREMENT'S USP AND SERVICE PROVIDED

UNIQUE SELLING PROPOSITION	SERVICES PROVIDED
From hand-held measuring instruments to 3D coordinate measuring machines Professional measuring technology and test equipment for industry and laboratories Easy and fast calibration according to requirements Accurate measurement results quickly and easily Digital, precise and absolutely reliable	Innovative brochure related to high gauge product Calibration service Online webinar: Set up your measuring technology quickly and easily Professional advisory Perfect logistic: fast delivery (till 24 hours) E-shop 24/7 Wide range of assortments System partnership Catalogue + app

APPENDIX XII: MEASUREMENT'S USP AND SERVICE PROVIDED

UNIQUE SELLING PROPOSITION	SERVICE PROVIDED
Secure and controlled access Inventory optimization Quick and easy access to tools Real-time tracking and reporting Automated replenishment of items Increased productivity and time savings Combination with workstations for higher efficiency and productivity	Individual software packages Process calculator helping to save the cost Professional advisory 1x brochure: system for issuing goods Professional brochures ala case studies • Supply reliability with lover budget • Lean management in purchasing logistics using vending machines Perfect logistic: fast delivery (till 24 hours) E-shop 24/7 Wide range of assortments System partnership Catalogue + app

APPENDIX XIII: ACTIVITY DESCRIPTION FOR THE VENDING MACHINES'S CAMPAIGN

ACTIVITY	DESCRIPTION OF ACTIVITY
A	Analysis and Team briefing
B	Optimalisation of landing pages
C	Blog section
D	Preparing the video manuals
E	Preparing the articles for blog
F	Online strategy
G	PR article
H	Preparation of graphics/banners
I	Preparation of newsletter's series
J	Preparing the sponsored ads and implementation
K	Preparing some posting
L	Preparing the materials for B2Base year campaign
M	Preparing Lead Gen set up
N	Customer stories section on blog
O	Establishing cooperation
P	Preparing the script
Q	Interview
R	Instant form for service on blog
S	Preparation of six new brochures for vending machines
T	Evaluation of campaign

APPENDIX XIV: ACTIVITY DESCRIPTION FOR PPE CAMPAIGN

ACTIVITY	DESCRIPTION OF ACTIVITY	DURATION	PRECEDES THE ACTIVITY
A	Analysis /team briefing	7	-
B	Optimalisation/creation of landing pages	7	A
C	Preparing two new brochures	6	A
D	Price promo and editorial newsletters	7	A, B
E	Microsites optimalisation	7	A
F	Some post plan	7	B
G	Integrated spring collection (special campaign)	3	B
H	Preparation of graphics/banners	7	A
I	Preparing the sponsored ads and implementation	1	B, A, H
J	Preparing some posting	3	I, F
K	Preparing the materials for B2Base year campaign	7	I, A, B
L	Preparing LeadGen set up	1	I
M	Evaluation of campaign	1	J

APPENDIX XIV: ACTIVITY DESCRIPTION FOR MACHINNING CAMPAIGN

A	Analysis
B	Optimalisation of landing pages
C	Preparing 3 new brochures
D	Preparation of graphics/banners
E	Preparation of newsletter's series
F	Preparing the sponsored ads and implementation
G	Preparing some posting
H	Preparing the materials for B2Base year campaign
I	Preparing Lead Gen set up
J	Evaluation of campaign

**APPENDIX XV: ACTIVITY DESCRIPTION FOR MEASUREMENT
TECHNOLOGY CAMPAIGN**

ACTIVITY	DESCRIPTION OF ACTIVITY	DURATION	PRECEDES THE ACTIVITY
A	Analysis /Team briefing	7	-
B	Optimalisation of landing pages	7	A
C	Preparing a new webinar	30	A
D	Preparing local price promo newsletter series	7	B
E	Preparation of graphics/banners	7	A
F	Preparation of regular newsletters	7	E, B, A
G	Preparing the sponsored ads and implementation	1	E,B
H	Preparing some posting	7	A,
I	Preparing the materials for B2Base year campaign	7	B, E
J	Preparing Lead Gen set up	1	B, E
K	Evaluation of campaign	1	G