



## **Master Thesis**

# **Online marketing strategy of an international business**

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## Master Thesis Assignment Form

### Online marketing strategy of an international business

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5. Proposal for optimization of individual online marketing activities in the countries of interest.

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- MACHKOVÁ, Hana a Martin MACHEK, 2021. *Mezinárodní marketing*. Praha: Grada Publishing a.s. ISBN 9788027130061.

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# **Online marketing strategy of an international business**

## **Anotace**

Tato práce si klade za cíl navrhnout možná řešení online marketingu pro rakouskou společnost Tyrolit ve vybraných teritoriích, Rumunsku a Slovinsku. Dalším aspektem této práce je analýza konkurenčního prostředí v daných zemích se zaměřením na online marketing a ke zjištění, jak si stojí Tyrolit ve vztahu ke svým konkurentům a jaké kroky lze podniknout ke zlepšení jeho postavení na trhu. Výsledky této práce mají poskytnout praktická doporučení, která pomohou Tyrolitu efektivně využít jeho online marketingovou strategii k dosažení svých obchodních cílů v zájmových zemích. Práce tak může přispět k rozvoji společnosti a úspěchu v online prostředí.

## **Klíčová slova**

online marketingová strategie, online marketing, marketing na sociálních sítích, elektronické obchodování, mezinárodní obchod, DIY, distributoři

# **Online marketing strategy of an international business**

## **Annotation**

This thesis aims to propose possible online marketing solutions for the Austrian company Tyrolit in selected territories, Romania and Slovenia. Another aspect of this thesis is analysing the competitive environment in the countries concerned, focusing on online marketing. To find out where Tyrolit stands in relation to its competitors and what steps can be taken to improve its market position. The results of this thesis are intended to provide practical recommendations that will help Tyrolit make effective use of its online marketing strategy in order to achieve its business objectives in countries of interest. Thus, the thesis can contribute to the company's development and success in the online environment.

## **Key Words**

online marketing strategy, online marketing, social media marketing, e-commerce, international business, DIY, distributors

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## List of Abbreviations and Symbols

B2B	Business to business
B2C	Business to consumer
C2C	Consumer to consumer
CPC	Cost per click
CPM	Cost per mille
CRM	Customer relationship management
CTR	Cost per rate
DIY	Do It Yourself
GDP	Gross Domestic Product
PPC	Pay-per-click
SEO	Search engine optimisation
SMM	Social media marketing
TUL	Technical University of Liberec

## Introduction

Understanding targeted markets' unique characteristics and needs is critical to successfully executing online marketing activities in an evolving online environment. The aim of this thesis is to use knowledge from the field of online marketing to propose online marketing solutions for the Austrian Tyrolit company in selected countries, Romania and Slovenia and evaluate and understand these characteristics and needs within the selected countries, and thereby provide the basis for an effective online marketing strategy for Tyrolit company in these markets. A sub-goal of the thesis includes identifying the key characteristics of the target markets using PEST analysis, as well as assessing the online readiness of selected countries, and analysing consumer behaviour in the target markets and the behaviour of competitors in the target markets. The thesis aims to answer the following research questions: how digitally prepared are the selected countries, and are there any online channels available to them? How are selected markets segmented, and what online strategies can be used in individual market sectors?

From a methodological point of view, the following tools were used. First, PEST analysis is used to identify the online marketing environment in the selected countries. To verify some data, an interview with Dipl Ing. Zdeněk Kubíček General manager of TYROLIT CEE k.s. (Benátky nad Jizerou) and simultaneously regional sales manager for central and Eastern Europe. This company is also the managing element for the production capacities of CARBORUNDUM ELECTRITE a.s. (Benátky nad Jizerou) and ISARIA SHELF, s.r.o. (Benátky nad Jizerou). Tyrolit was chosen because its production capacity in Benátky nad Jizerou is one of the most important employers and industrial capacities on the border of the Liberec and Central Bohemia regions. Ing. Zdeněk Kubíček was chosen for the interview because of his more than 25 years of experience in the industry with his predecessors and in the current structures of Tyrolit. The third tool used was an analysis of competitors in the selected countries.

The aim of the practical part is the identification of Tyrolit's target markets, Slovenia, Romania in their preferences and demands for online marketing, selection of the most effective online marketing channels (social media, PPC ads, email marketing) for Tyrolit's target segments in mentioned countries. Thus, this thesis can be a



contribution to the further development and success of the company in the online environment.

# **1 An introduction to online marketing for international business**

A digital age has arrived, and the Internet economy is growing rapidly every day. The emergence of mobile and tablet technology, along with social media, has transformed the marketing landscape into one that is more complex, challenging, and complex. The Internet has become the most popular communication channel and the primary business field, creating new roles on both the supply and demand sides. Internet marketing and e-commerce have become major business skills and preoccupations across all industry sectors. (Grubor & Jaksa, 2018)

## **1.1 The definition of online marketing**

It is common to compare Internet marketing with digital marketing. These two terms are similar but not synonyms. Shaltoni (2017) mentions that Even though Digital marketing is also known as Internet marketing, online marketing, web marketing or data-driven marketing, it is also a marketing strategy that uses all available digital channels and Internet technologies to promote branded products and services using all available digital channels and technologies. (Grubor & Jaksa, 2018)

Online marketing is defined according to Maingi (2014): *„as the process of sending marketing communications and advertising messages to customers through various methods that are used over the internet. “*

Using online tools and techniques, online marketing has the same responsibility to identify, anticipate and satisfy customer needs efficiently. In the near future, online marketing will become one of the most important aspects of marketing. Integrating online with offline marketing is essential, so it's necessary to be sure how online marketing activities are integrated with other communications and aligned with marketing objectives. (Chaffey and Smith, 2022; Laudon, 2017)

Online marketing is all about using internet channels to communicate brands of the companies, goods and services to their potential customers. Common methods used include email marketing, social media, media advertising, search engine optimisation

and many more. Reaching more potential customers and closing more deals is the main goal of marketing. In the rapidly expanding and ever-changing digital age, the role of online marketing in the modern marketing world is no longer an afterthought. Online marketing has become a vital part of helping absolutely any business to succeed. It is useful in almost every aspect of a business, from supporting the IT department to generating sales. (Trengove, 2021)

The internet allows businesses to easily find hundreds of new customers. It is changing the relationship between businesses (B2B) and between businesses and consumers (B2C). Consumers can find and access information about an organisation all day long, wherever they are, through websites, blogs and social media platforms such as Facebook, Instagram or TikTok. Organisations cannot afford to ignore online marketing because of the important role it plays in modern marketing. Internet marketing provides organisations with a more effective way of how to increase their brand's visibility, as most people spend a significant amount of time online, browsing through the Internet. Another feature is that it costs less money than traditional marketing and allows organisations to generate more revenue by reducing their costs. Businesses can reach out to their target audience in a more strategic manner. The right online marketing strategies are an important part of successfully marketing and promoting products and services to consumers, engaging with customers and generating sales. (Trengove, 2021; Kingsnorth, 2016; Fayvishenko, 2023)

Online marketing helps to increase the visibility of a company. In that case, the company can be seen by millions of people at the same time through multiple digital locations. Companies can expand their presence in ways that they thought were impossible in the past by establishing a strong online presence through a website, blog, PPC advertising and social media. Consumers can communicate with other consumers, approve or disapprove of a product or service, and influence potential customers' purchasing decisions through social media, ratings and good or bad reviews. Companies may also interact directly with consumers, for example, when testing or improving their products. Based on that, companies can build relationships and create a sense of community around their brand by consulting such things with customers through emails, blogs and phone calls. (Trengove, 2021; Janouch, 2020)

## **1.2 The differences between domestic and international marketing**

### **Domestic marketing**

Implementing marketing strategies in the local market is what is meant by the term "domestic marketing," which refers to particular marketing operations that take place inside the borders of the nation. Compared to international marketing, domestic marketing requires a smaller investment. There is just one nation, culture, economy, and primary language. The companies are able to adhere to these principles and methods in domestic marketing because they are familiar with them. As a result, it is significantly simpler for them to maintain control over activities related to national marketing. When it comes to the scope of the dangers, it is possible to locate them on the national market; nevertheless, they are on a relatively minor scale. Domestic marketing deals with a specific set of uncontrolled factors that originate from the domestic market. International marketing is complicated because marketers deal with many sets of unpredictable factors from different regions. The marketer must navigate several cultural, legal, political, and monetary systems. (Morales, 2018; Onkvisit and Shaw, 2009)

### **International marketing**

International marketing is the implementation of marketing activities across national borders to meet the global dimension. Before entering a foreign market, companies need to be aware of different laws and regulations. Compared to domestic marketing, it requires more investment and focus than in the domestic market. There are a number of disadvantages, including different societies, cultures, different currency and religious beliefs, language barriers and different buying habits. When it comes to international marketing, companies need to take several different approaches in order to be successful in the international market, and it also takes more effort to control their activities due to different branches. Sometimes, the management can't keep track of everything that's going on. International marketing poses significant risks, such as increased investment costs compared to domestic markets. Government regulations are not as influential in the domestic market as they are in the international market, where companies have to comply with many more rules and regulations. The

advantage of international marketers is that they have access to the latest technology, whereas in the domestic market, this access may be limited. International marketing requires lots of market research, which could be financially and timely demanding, while domestic marketing needs little. Different contexts where the marketing plan is executed may prevent the use of consistent marketing methods globally. For example, McDonald's is globally recognised for its American branding and uniformity but has shown adaptability in international markets. The corporation tailors its menu to different regions, taking into account the significance of overseas markets and local customs. It has omitted beef from its menu in India out of respect for the country's Hindu customs. (Morales, 2018; Onkvisit and Shaw, 2009)

## **2 Marketing strategy and online marketing strategy**

The chapter delves into the crucial role marketing strategies play in the world of international business. It specifically places emphasis on the significance of online marketing strategies in this context. It also highlights the best practices and techniques to implement effective online marketing strategies to achieve business objectives. Besides this, descriptions of data collection and data analysis, strategic objectives, and market segmentation are included. Overall, the chapter provides a comprehensive understanding of the significance of online marketing strategies for businesses operating in the global market.

### **2.1 Definition of Marketing Strategy**

A key figure in the origin and development of strategic planning is George Steiner, a professor of management and one of the founders of The California Management Review. In his book *Strategy Planning*, his main points are as follows: Strategy is what top management does that is of great importance to the organisation, and Strategy refers to basic directional decisions, that is, to purposes and missions. (Steiner, 1979) Another interesting definition can be found in Henry Mintzberg's 1994 book, *The Rise and Fall of Strategic Planning*; definitions are as follows: Strategy is a plan, a "how," a means of getting from here to there; Strategy is position; that is, it reflects decisions to offer particular products or services in particular markets. (Mintzberg, 1994)

By defining market segments and identifying and positioning product offerings for these target markets, marketing as a strategy seeks to create effective responses to the changing market environment. A marketing strategy is a plan of action to promote a product and increase the earnings of a business. The strategy is always unique: each company develops its own strategy depending on its objectives, its product range, the characteristics of its niche and its target group. It is possible for a company to function without a strategy, but in that case, marketing is chaotic and ineffective. Researchers identify different categories of marketing strategies. For example, there are global strategies, basic strategies and competitive strategies. (Tiffany, 2021; Hooley et al., 2020, Machková 2021)

## 2.2 Collection of Information

During this phase of the marketing strategy, the real process of gathering the necessary data takes place. The information is derived from an analysis of the collected data, where relevant insights and practical context are extracted from a combination of numbers and words. Information is the product of processing and organising data into a structured message or knowledge. The data collected is connected to the corporate environment. It is the responsibility of the management to determine the data that the company will retain and the type of analysis it will undergo. The categorisation of data into internal and external is quite common, although it's important to acknowledge that there are numerous instances where determining a clear classification can be challenging. (Doyle, 2011; Tahal & Kolektiv, 2022)

Internal data refers to the information stored within the company's databases. They are usually known for the company acquiring them internally. These volumes of data are typically generated by the company's accounting and business systems, much like those of a prominent figure in the tech industry. For instance, traffic to the website, company e-shop, and so on. The results of purchase satisfaction surveys can also be seen as additional internal data. (Doyle, 2011; Tahal & Kolektiv, 2022)

External data refers to information that is gathered by studying units or observing phenomena outside of the company. Just as successful entrepreneurs do, a company must not only analyse its own activities but also keep a constant eye on the development of the surrounding market to thrive in business. The company closely tracks the needs of specific customer segments, keeps a close eye on competitors, and stays updated on macroeconomic indicators. (Tahal & Kolektiv, 2022)

The flow of data into the marketing information system (MIS) is crucial for obtaining the necessary information in established companies (Burešová, 2022). The marketing information system is a comprehensive tool that enables marketing and sales managers to efficiently collect, organise, analyse, evaluate, and distribute crucial information. It encompasses people, equipment, and procedures to ensure the delivery of necessary, timely, and accurate data (Armstrong, 2007). Systematic and routine information gathering serves a broader purpose, contributing to an overall

system that monitors the level of marketing success achieved by the operation. A properly structured marketing information system meets four fundamental criteria. It should incorporate a well-organized structure or established system of individuals and procedures for gathering information. The system should be designed to ensure a constant stream of information that delivers precise and up-to-date marketing data for management. Collecting information from both internal and external sources is crucial. Data should be gathered in a manner that enables management to utilise it as a foundation for making the right marketing choices. As per the source, MIS is categorised into internal data, marketing intelligence, and marketing research. Valuable data can be accessed from various sources within the company, such as sales offices, customer service, or the company's own e-shop. This data is the most accessible and crucial source of information regarding the turnover and profit of the organisation. The second area of marketing intelligence resources provides a more comprehensive understanding of the external marketing environment. This is a broad overview of how the marketing environment is developed. We gather this information from various sources such as the daily or professional press, other media outlets, sellers or sales representatives, and through less structured interviews with customers, suppliers, and other sources. This helps build a solid knowledge base for the organisation. Another source of information is marketing research, which provides a more detailed understanding of the needs of both current and future customers, as well as the monitoring of market shares. Here, the company generates unbiased and distinctive data for managerial decision-making. (Reid and Bojanic, 2009; Doyle, 2011; Tahal & Kolektiv, 2022)

In today's information society, accessing the necessary information for decision-making and business management has become incredibly convenient with just a simple click on the Internet. Nevertheless, when it comes to managerial decision-making, the challenges are frequently intricate, the rate of change is on the rise, and the level of uncertainty and risk is significant. Thus, it is imperative to have the ability to select reliable and high-quality sources of information, comprehend the fundamental principles of acquiring credible evidence, and approach it in a methodical manner. (Jobber, 2009; Tahal & Kolektiv, 2022)



## **2.3 Data Analysis**

Further analysis of the data gained from marketing research is required, and this analysis can be carried out with a variety of methods, such as PEST and SWOT analysis, competitor analysis, situational analysis, interviews and others.

### **PEST**

An external environmental factor affecting an organisation's performance can be identified using PEST analysis. It allows tracking the impact of factors outside of the company's control on business, identifying and evaluating the vector of industry movement. It divides all information into four categories: political, economic, sociocultural, and technological aspects. The purpose of this analysis is to identify the moods and needs of a population group. When a company enters a new market and evaluates its performance to identify possible causes for deterioration, this method can be effective. A PEST analysis helps identify all factors affecting an organisation's external environment, understand the current market sentiment, and develop a development strategy according to that environment. This analysis has the disadvantage of requiring a large amount of complex analysis and having a high labour intensity, which incurs high implementation costs. (Kozel et al., 2011; Armstrong, 2007)

Conducting qualitative analysis involves identifying precisely those factors that contribute to profitability. It is essential to collect qualitative, comprehensive information following the definition of the goal, including not only the current state of the studied factor but also its temporary development over the previous years. It is also important to pay attention to sources of open information that provide verified information in order to obtain reliable information. Independent customer surveys, supplier performance evaluations, and identifying and evaluating public opinion are the best tools for identifying public opinion and consumer preferences. Moreover, seller surveys are necessary since they directly interact with end users. In addition to experts, marketers assess the importance of the factors analysed. PEST-analysis results are summarised in a matrix based on the weights and significance of each of the factors. An analysis of the findings leads to the development of a strategy for

product development by management and marketers. (Kozel et al., 2011; Armstrong, 2007; Jobber, 2009)

## **Interview**

The interview is recognised as a frequently employed method for gathering data in qualitative research. There are three fundamental categories of interviews: unstructured interviews, sometimes known as in-depth interviews, semi-structured interviews, and structured interviews. The unstructured interview is characterised by the absence of pre-determined questions. Instead, data collection occurs through organic dialogue between the researcher and the person being interviewed regarding the issue at hand. The researcher must possess the ability to promptly answer while also demonstrating a profound understanding of the subject matter. This form of interview allows the interviewer to provide a detailed description of a wide-ranging topic or scenario. On the other hand, a semi-structured interview involves the use of predetermined questions or subject headers that are posed to the interviewee. Additionally, the interview summaries may be created by formulating precise questions. Simultaneously, this type of question title provides structure to the interview while also allowing sufficient flexibility for the interviewee to explore aspects of their story that may not be covered by the questions. As a result, much more can be learned about a given issue than in a structured interview. In a structured interview, the interviewer follows a predetermined questionnaire and marks the answers provided by the interviewees. (Jobber, 2009; Hricová et al., 2023)

## **Competitors analysis**

Competitor analysis is an essential component of online marketing strategy, enabling businesses to assess the strengths and weaknesses of their competitors in order to inform their strategic decision-making. By analysing the activities, plans, and market positions of competitors, companies may get useful insights to enhance their competitive edge in the field of online marketing. Competitor analysis is crucial in online marketing as it greatly influences strategic decision-making. To create a successful competitive strategy, a corporation must acquire comprehensive knowledge about its competitors. The company must consistently evaluate its goods, distribution networks, prices, and communication tactics in comparison to its

competitors. By employing this approach, the company may identify areas where it has an advantage or disadvantage, enabling it to implement stronger marketing strategies against its competitors. A company needs comprehensive knowledge about its competitors, including their objectives, plans, strengths, weaknesses, and precise identification. (Armstrong, 2007; Fleisher and Bensoussan, 2008)

## **2.4 Determining the Objectives**

Following the completion of the data analysis, the subsequent phase is the formulation of marketing objectives. These objectives are intended to ascertain the desired future state of the organisation, which is intended to guarantee the company's growth and profitability. One of the most important aspects of marketing objectives is that they are only concerned with the goods and markets that are involved. When it comes to marketing strategic planning, one of the most important components is the creation of a distinct and long-term objective system. (Hanzelková, 2009; Mo, 2016)

It is necessary to have a clear understanding of the objectives, which should be derived from a realistic evaluation of the capabilities and prospects of the firm, the current state of the market, the competitive position, as well as the requirements and expectations of all of the interest groups that are significant for the company. The aims of corporations are often arranged in a certain hierarchy. We come across their numerous breakdowns in the professional literature, such as corporate objectives (strategic worldwide goals) and divisional goals (research, production, trade, financial, etc. goals), or corporate goals, divisional goals, business unit goals, and product goals. For instance, corporate goals can be broken down into strategic global goals and divisional goals per division. The objectives ought to be characterised by a number of qualities. It is possible to summarise them by referring to the SMART rule, which indicates that they ought to be established in a smart manner. (Hanzelková, 2009; Mo, 2016; Jakubíková & Janeček, 2023; Vašítková, 2008)

- Specific – Which segment are we looking to target? What should this segment be?

- Measurable – What is our target market share, and when do we plan to achieve it?
- Agreed – Is the objective universally embraced by all parties involved in its attainment?
- Realistic – Can the desired outcome be realistically attained?
- Trackable – Is it possible to track and monitor the progress of each stage of time individually?

(Hanzelková, 2009)

Company goals are accomplished primarily through product objectives. It is crucial to identify the primary economic goal for each product, such as sales volume, sales revenue, cost, and investment profitability. The overarching principles outlined in the vision and strategic goals are complemented by attainable specific goals that can be accomplished within a defined timeframe. These specific goals serve as the foundation for developing detailed plans and strategies. Considering the mission and goals, the management formulates a business portfolio, which consists of various business activities and products aimed at enhancing the company's market position. (Hanzelková, 2009; Jakubíková & Janeček, 2023; Vašítková, 2008)

## **2.5 Identifying Segments**

According to Kotler and Keller (2013), markets can be categorised as consumer, inter-firm, global, non-profit, or government. Subsequently, these markets can be further distinctive as unique markets, viral markets, or metamarkets. The market, in general, is a physical point of purchase. The term "virtual market" refers to an online marketplace where goods are purchased. A metamarket is defined as a collection of complementary goods and services that are intricately intertwined in the minds of consumers while remaining dispersed across various industries (Kotler & Keller, 2013).

The fundamental markets are categorised as consumer and corporate markets, with further distinctions made for industrial, commercial, and government markets. B2C consumer marketplaces encompass all individuals and families that buy products and

services. Customers exhibit significant variation in age, education, income, and geography. Cultural, social, personal, and psychological variables have a substantial impact on their buying decisions. Currently, C2C marketplaces are emerging, consisting of consumers who engage in commercial interactions and communicate directly with each other without the need for retail or wholesale intermediaries. Aukro.cz is an example of this sort of market. (Jakubíková & Janeček, 2023; Vašítková, 2008)

Business-to-business (B2B) markets contain all entities that procure goods and services for the purpose of incorporating them into the manufacturing process of external goods and services that are leased, sold, or provided to other businesses. This includes retailers and wholesalers who acquire merchandise with the intention of reselling or renting it for financial gain (Kotler, 2007).

Horizontal markets exist within B2B, in which the supplier collaborates with clients from various sectors, including finance, marketing, and others. Additionally, there are vertical markets, when the supplier exclusively engages consumers within a specific industry by offering products that are, for example, industry-specific. Moreover, B2B can be categorised based on the number of dominant suppliers and market take-up into customer-dominated markets, supplier-dominated markets, and neutral markets. (Jakubíková & Janeček, 2023)

Segmentation enables an organisation to assess not only the present market in which it operates but also potential future target markets. Customer segments vary in terms of character (e.g., key, loyal, and potential consumers), interests, requirements, and behaviour. By segmenting customers, it is possible to develop an entire marketing blend and products that are customised to their needs. In addition to consumer markets, business-to-business markets also employ segmentation. Geographic, demographic, psychographic (by lifestyle), behavioural (by habits), value, product use, purchase opportunities, and other methods are utilised to segment the consumer market. As per the findings of Kotler and Trias de Bes (2005), contemporary approaches to market segmentation include customer loyalty to the firm, profitability, and customer values. Value-based market segmentation (VBMSP) refers to how a company is perceived by its customers in relation to their expectations of the products it offers. By attributing distinct values to sub-points, each customer places

a unique emphasis on a distinct characteristic of the offered products. (Armstrong, 2007; Jakubíková & Janeček, 2023; Vašítková, 2008)

Concentrated marketing, undifferentiated marketing, and differentiated marketing are the three fundamental approaches to serving markets. The critical determinant in market targeting lies in the appropriate degree of sensitivity in defining the target. A company has the option of selecting one of four strategies in order to accomplish the goal. A single segmentation strategy entails an approach to market entry known as "undifferentiated marketing," in which the company presents a single offering to the market without considering the distinctions between the segments. (Jakubíková & Janeček, 2023; Masterson and Pickton, 2014)

Furthermore, an organisation may employ a differentiated segmentation strategy, known as differentiated marketing, in which it tailors its product or service to suit the needs of distinct target segments. Concentration on a specific segment or microsegment constitutes the third approach, whereby the organisation directs its efforts towards providing one or more products to that particular microsegment or segment. Smaller businesses can benefit from this approach (concentrated marketing). Finally, we consider the approach of focusing on a single individual or organisation. An optimal market segment would be one in which a company's offerings and services precisely cater to the distinct needs of that specific company or individual. Illustrative instances comprise fashion designers, tailors, legal professionals, and the purportedly customised marketing approach. (Jakubíková & Janeček, 2023; Masterson and Pickton, 2014)

Additionally, it is important to highlight the DIY segment that will be implemented in the practical part. DIY retail, or Do-It-Yourself retail, is a segment of the retail industry where customers buy items and resources to independently finish tasks without professional help. DIY retail comprises a diverse range of things, such as home improvement equipment, building materials, abrasives, gardening supplies, crafts materials, and other related items. The popularity of this industry has increased significantly as customers increasingly undertake various tasks themselves to save money, customise their homes, and participate in hands-on activities. An essential element of do-it-yourself retail is the wide range of items accessible to meet various project requirements. Typically, retailers in this industry provide a diverse range of

equipment, materials, and supplies to assist with a variety of do-it-yourself projects, ranging from basic household repairs to intricate restoration endeavours. These goods are frequently accompanied by instructional resources, such as manuals, online tutorials on YouTube, and seminars, to help users effectively complete their tasks. In addition, do-it-yourself (DIY) retail businesses frequently offer a comprehensive shopping experience for customers, enabling them to conveniently locate all the essential items and tools in one location. The convenience component has bolstered the appeal of DIY retail, as it allows customers to conveniently get all the necessary supplies for their projects without the need to visit various locations. Furthermore, the DIY retail industry has extended its presence to Internet platforms, allowing customers to conveniently purchase items and materials from their own homes. Online stores specialising in do-it-yourself (DIY) offer a diverse selection of materials, competitive pricing, and a variety of delivery choices, facilitating consumers' engagement in their DIY projects. DIY retail has a substantial impact on enabling consumers to do tasks on their own, promoting creativity, self-reliance, and a feeling of achievement. (Bellemare et al., 2017; Wolf, 2011)

## **2.6 Marketing Strategies**

Marketing strategies establish fundamental pathways to reach objectives. They provide the ways and techniques via which the goals will be achieved. The marketing strategy is closely connected to the company's fundamental policies and objectives and has an impact on them. It is developed by a comprehensive examination of competitors, market conditions, customers, and the company's internal strengths and weaknesses. (Jakubíková & Janeček, 2023; Vašítková, 2008; Shankar and Carpenter, 2012)

Marketing strategies are typically categorised as market-oriented or competitor-oriented. An example could be a marketing strategy introduced by Ansoff's (1966) product/market matrix method. The tactics included in this matrix are focused on growth. The matrix comprises market penetration, product development strategy, market development plan, and diversification strategy. (Jakubíková & Janeček, 2023; Shankar and Carpenter, 2012)

A further illustration of a marketing strategy is the customer loyalty-building strategy, which will be applied in the practical part. Organisational success can be achieved through either brand loyalty or generic company loyalty. The overarching theory concerning the development of customer loyalty operates under the premise that loyalty is established through the gratification and trust that consumers place in the organisation and its offerings. Loyal customers demonstrate attributes associated with purchasing behaviour, which is characterised as "non-random purchases" and persists over an extended duration. Additionally, loyalty entails that the consumer is, to a certain degree, unaffected by short-term incentives or discounts offered by competitors and does not defect to the competitor as a result. To cultivate consumer loyalty, an organisation implements content marketing strategies within the digital realm. Instead of making a sale, content marketing aims to educate, enlighten, or entertain. For these motives, marketers produce videos, blogs, and e-books, among other things. Content marketing is predominantly disseminated through email or on a company's social media platforms. For instance, this content might be accessible to loyal customers in a designated portion for VIPs; faithful customers would only be exposed to content that is explicitly tailored to their needs. (Burešová, 2023; Shankar and Carpenter, 2012)

To achieve marketing objectives successfully, it is crucial to develop a quality strategy based on a good understanding of product and consumer segments. This requires a methodical and comprehensive approach to strategy formulation. Therefore, it is important to highlight the significance of investing time and effort in developing a sound strategy that aligns with overall business goals. (Shankar and Carpenter, 2012)

## **2.7 Implementation and Evaluation of the Strategy**

The selection of the most suitable strategy relies on the unique circumstances of the company and the abilities and risk tolerance of the managers. The strategy should be agreeable to all stakeholders, including owners, employees, customers, and the entire company. Tools for implementing strategies and managing operations. The role of operational management is to establish tactical and operational plans, oversee relevant operational factors, coordinate operational processes, address any



deviations, and provide updates on the progress and outcomes of the operational process. The Balances Scorecard methodology serves as a valuable tool for enhancing strategy implementation by providing clarity and support. The Balanced Scorecard (BSC) methodology is a strategic management system that helps organisations translate their mission and vision into concrete goals and tasks. It encompasses a wide range of measures and indicators to evaluate both financial and non-financial performance. BSC metrics and indicators offer a framework for evaluating the effectiveness of the strategy and management system. The authors of this work are Kaplan and Norten. This system allows for the monitoring and management of the company in four key areas: financial values, customer perspective, business processes and innovation, learning, flexibility, and growth. The BSC not only tracks progress in achieving strategic goals but also enables ongoing monitoring and adjustment of strategy implementation. It effectively bridges the gap between strategic and operational areas, addressing a key challenge in strategic management. (Hanzelková, 2009; Verweire, 2014)

Controlling is a crucial aspect of effective management. It involves the evaluation of whether the outcomes align with the intended goals, much like how Bill Gates assesses his projects. Managerial control can be highly effective when there are clear and measurable standards in place for the variables being monitored. It is crucial for managers to have access to the necessary information to measure these standards accurately. Additionally, the ability to take corrective actions when the monitored variables deviate from the desired state or standard is essential for successful managerial control. When it comes to scope, there are three types of control: preventive, continuous, and feedback control. Preventive control aims to identify any deviations in the quantity and quality of resources utilised by the organisation. It encompasses all managerial endeavours focused on maximising the likelihood of achieving favourable outcomes in relation to planned objectives. Continuous control is centred around ongoing operations. Its purpose is to determine if the operations are aligning with the established goals. Feedback control is all about achieving the desired outcomes. This kind of control can also be utilised to monitor the market situation and serve as a foundation for several crucial decisions, such as cost reductions, launching a new product, and executing a comprehensive promotional campaign. (Hanzelková, 2009; Verweire, 2014)

### **3 Online Marketing Channels for International Business**

The main advantages of modern online marketing are its informative value, its high level of efficiency and its direct approach to the target group. There are many different types of online marketing, such as search engine optimisation, contextual and media advertising, social media marketing, viral, affiliate and integrated marketing, internet PR and mailing, etc.

Paid media are media channels invested in for paying visitors, reaching out, or conversion through search, ad networks, or affiliate marketing. Of course, traditional offline media such as print and TV advertising remain important and account for the majority of paid media spend. Own media, such as branded media, includes own websites, blogs, e-mail newsletters, mobile applications, and company presence on social networks such as Facebook, LinkedIn, Twitter, and others. It is useful to think of a company's own media presence in the sense that they are an alternative investment to other media offers that offer opportunities to promote a product using advertising or editorial formats. This highlights the need for all organisations to become multi-channel publishers. (Kingsnorth, 2016)

Attracted media refers to advertising generated through PR, where investments were made to attract influencers and increase brand awareness. Attractive media now include word of mouth, which can be stimulated by viral and social media marketing, as well as discussions on social media, blogs and other communities. Attracted media is recommended to be thought of as an exchange of interesting content developed with the help of different types of partners such as publishers, bloggers and other influencers, including consumer advocates. Another way to use this is through various forms of discussion and conversation between consumers and businesses, both online and offline. (Ellis and Kent, 2016; Moreira, 2019)

Online marketing offers many opportunities for marketing and various digital media. The complexity of options available throughout the client lifecycle, identify internet marketing channels, prioritise budgets. For many companies, SEO marketing, email marketing, and network marketing will be a priority, as well as optimising the client journey on their website. The following section provides an overview of the various

online marketing channels used by Tyrolit, which will also be applied to Tyrolit's proposed strategy. (Kingsnorth, 2016)

### **3.1 PPC advertising**

As mentioned in Janouch (2020), PPC is an acronym for pay-per-click. This payment technique revolutionised the advertising industry many years ago. This ad targets those who are actively seeking certain information using search engines or browsing material and presents them with an advertisement relevant to their search. PPC advertising is a very successful kind of online marketing communication. The advertising demonstrates high efficiency through its cost-effectiveness and exact targeting of individual clients. Another reason for high efficiency is that customers are unable to differentiate between organic search results and those generated by advertising. This leads them to click on the top link displayed, regardless of whether it is an advertisement or not. (Janouch, 2020; Jakubíková & Janeček, 2023).

The advertiser pays no expense for displaying the ad unless they want to pay for it. Payment is deducted only when a potential consumer clicks on the ad. It is based on the number of visitors, not displays. Payment is now required just for individuals who show interest in the advertisement rather than for all viewers. Key features of PPC advertising include accurate targeting, cost control, comprehensive campaign management, quick evaluation of benefits, and payment only upon click. The primary drawback is the necessity for the organisation to consistently oversee and modify campaigns. Some companies view this as a benefit since it allows them to optimise their marketing, resulting in a high return on investment. (Janouch, 2020; Jakubíková & Janeček, 2023)

#### **Types of PPC advertising**

PPC advertising is categorised into three groups. The first kind is Brand Building Campaigns (Brand Campaigns), which aim to generate a high volume of visits and impressions. This term is linked to monitoring CTR (Click-through rate), which is determined as the percentage of click-throughs =  $\frac{\text{number of click-throughs}}{\text{number of impressions}} \times 100$ . Aside from the Click-Through Rate (CTR), the

metrics for page views and site time spent engaging are also included. These initiatives are frequently implemented on content networks. They are mostly compensated based on CPM (Cost-per-mille) for every thousand impressions rather than CPC (Cost-per-click). CPM stands for cost per thousand impressions in this context. This option is also available in PPC systems, alongside pay-per-click or conversion. Conversion refers to the number of visitors from a PPC ad that completed a certain activity, such as making a purchase or submitting a form. Another form of campaign is Traffic Increasing Campaigns, which are utilised for websites where generating high traffic is essential, such as those that offer advertising space. The crucial metrics to consider are the duration of user visits, the extent of content seen, as well as the bounce and abandonment rates. Performance campaigns focus on achieving conversions. Typically, involves selling things, making inquiries, etc. This type involves tracking the profit per client and the cost per conversion. (Janouch, 2020; Johnson, 2020)

### **PPC advertising possibilities**

There are many solutions available, but they may not be suited for every organisation. Advertising is pointless if consumers lack awareness of what to want. PPC advertising is prohibited in businesses subject to restrictions or regulations, such as firearms and drugs. PPC solutions allow a firm to establish a daily or monthly budget as well as a maximum cost per click or conversion. PPC systems assist organisations in generating adverts by allowing them to choose appropriate keywords for the advertisement. Keywords are utilised to activate advertisements in search network campaigns and may also serve as a targeting mechanism in the content network. Additionally, the PPC system can recommend a budget for the ad. However, this guidance may not always be accurate. Thus, inexperienced organisations should delegate the development of PPC advertisements to specialists. (Janouch, 2020; Johnson, 2020)

### **PPC systems**

There are several PPC systems available for companies to select from. The largest systems are Google Ads and Microsoft Advertising, and in the Czech Republic, the Sklik system is utilised. Google generates the highest revenue from Google Ads due

to its widespread use globally. To utilise Google Ads, a corporation needs to establish an account before being able to launch advertisements. The firm just incurs costs based on the number of clicks without a minimum spend requirement. They have the option to choose a daily spending cap for each campaign and a maximum cost per click. The advertisement is seen on Google as well as on other search engines that are partners with Google. Google Ads provides a very effective platform for implementing, monitoring, and assessing advertising campaigns. The account orientation is user-friendly, but it requires sufficient skill to effectively target adverts. Smaller enterprises often utilise Sklik for PPC advertising, a platform comparable to Google adverts but with different functionalities. Sklik showcases adverts in Seznam search results, partner search engines, and the content network. Unfortunately, the level of user-friendliness is restricted in comparison to Google Ads. (Janouch, 2020; Calicchio, 2021)

### **Implementing PPC campaigns**

A good advertising strategy requires a thorough understanding of the product, consumers, and target markets. It is crucial to establish the objectives, budget, and length. The objectives are determined based on the categories of campaigns: brand, performance, and traffic enhancement. Companies may establish precise objectives like click-through rates, sales, and profit per client using this information. Setting budgets can be challenging due to initial objectives that lead to budget expansion, which may impact the ability to attain more profits. Once the company has prepared all necessary components, such as keywords, campaigns, advertisements, established sub-goals, and budget, it is ready to begin advertising. It is crucial to monitor and assess the performance of the campaigns. If any modifications are implemented throughout the campaign, a specific length of time should be allowed before evaluating the impact of such changes. The effectiveness of advertising campaigns may be determined either by using PPC platforms or Google Analytics. Companies must monitor metrics such as impressions, click-through rate (CTR), clicks, cost per click (CPC), and conversions for assessment purposes. (Janouch, 2020; Calicchio, 2021)

## 3.2 SEO

SEO stands for search engine optimisation, which may cause misunderstandings. Optimisation is focused on users rather than search engines. Therefore, SEO content has also evolved. This is supported by both practical experience and many modifications to the Google search algorithm. As defined by (Janouch, 2020), the primary objective of SEO is enhancing search rankings. However, the crucial focus is on optimising the website comprehensively to enhance user experience, facilitate easy navigation, enable users to access desired information, complete transactions, and encourage repeat purchases. (Procházka, 2012)

Each company has a customer who generates profit. The search engine serves as a sort of mediator between a company and the client. When optimising, it is essential to consider the consumer, as they often come primarily through natural search results. Search engine optimisation, also known as site optimisation, is not a purely technological field. The focus is mostly on the content and its related creative work. It is a continual and long-lasting procedure. The competition's optimisation efforts and the constantly changing search engine algorithms demand regular updates to maintain high rankings. Thorough execution of the whole procedure reduces the necessity for further alterations. Moreover, the complete procedure must be watched, analysed, and enhanced. (Janouch, 2020; Enge et al., 2015)

SEO characteristics are often categorised into on-page variables, technical SEO, and link building. On-page characteristics inform search engines about the content of the page. Technical SEO involves adjusting website settings and backlinks to enhance the website's reputation. SEO involves optimising websites for simple indexing by search engine robots, relevant content, backlinks, mentions, and configuring technical settings. (Janouch, 2020; Enge et al., 2015)

Customer site traffic may be categorised into multiple groups. Direct traffic occurs when a client enters a website's URL directly into a search engine and is taken directly to the page. When searching, make sure to put the URL address directly into the browser's address bar. If placed in the search engine's search box, the access will be seen as coming from the search engine. Another kind of access is through search engines. When a user enters a query (keyword) in a search engine and clicks on a link

in the search results (not advertising), they reach the pages of organic search results. You may attract visitors through high-quality website optimisation or by utilising PPC advertising. Yet, this click will be categorised as a sponsored search. Another significant category to consider is visits from referring pages. This refers to when a visitor clicks on a link to the company's page on another website and subsequently lands on the page from that referring page. (Janouch, 2020; Enge et al., 2015)

### **Understanding the functioning of search engines**

Businesses utilise search engines to increase their visibility to potential clients. Search engines play a crucial role in providing information to users and can significantly influence their decision-making process. Understanding the functionality of a search engine is essential for achieving success in online marketing. A search engine is a software program that scans through links and presents them as search results according to a user's query. The search engine is a sophisticated system that consists of browser programs, complex algorithms for result sorting, database creation for sites and documents, user interface, and gathered information from search engine usage. A search engine's operation may be split down into three steps: crawling, indexing, and assessment. (Janouch, 2020; Enge et al., 2015)

### **Search engine optimisation tools**

Search engine optimisation could become challenging. Several tools are available to simplify tasks, but they each come with limitations. Following are a few examples. The initial example is Google Search Console, a free tool provided by Google. It is utilised to analyse website traffic and performance, identify issues, and optimise results in organic search. Another tool, Similar Web, analyses web pages based on their traffic. The third tool, Ahrefs, utilises backlink analysis to reveal the ranking of links for certain keywords in organic search and the click-through rates of those links and provides insights on paid advertising. (Janouch, 2020; Enge et al., 2015)

## **3.3 Social media marketing**

Social media has transformed how businesses communicate with customers and disseminate information about their brands. Consumers are no longer passive

recipients of marketing messages. Consumers currently utilise social media to communicate with companies, fostering more consumer involvement and establishing unique partnerships between consumers and companies. Social networking has become a cost-effective method for companies to attract new business and cultivate relationships with current consumers. Companies must now engage in two-way conversations due to the widespread use of social media instead of relying primarily on traditional media for message delivery. Modern marketing managers must extend their efforts beyond content creation to increase visibility and interact with consumers on the Internet. Social media allows managers to not only raise awareness but also to foster continual interactivity and participation online. It serves as a valuable tool for market research, helping organisations in enhancing their operations. Managers must carefully watch consumers, rivals, and their surroundings on social media and promptly address online interactions. Monitoring social media may assist companies in creating more impactful promotional materials and social media content, as well as enhancing corporate operations, provided that the gathered information is evaluated effectively and acted upon promptly. Interpreting collected data and deciding how to react to online activity is crucial for effective social media marketing, but it can be difficult without appropriate guidance. (Parsons and Lepkowska-White, 2018; Jakubíková & Janeček, 2023)

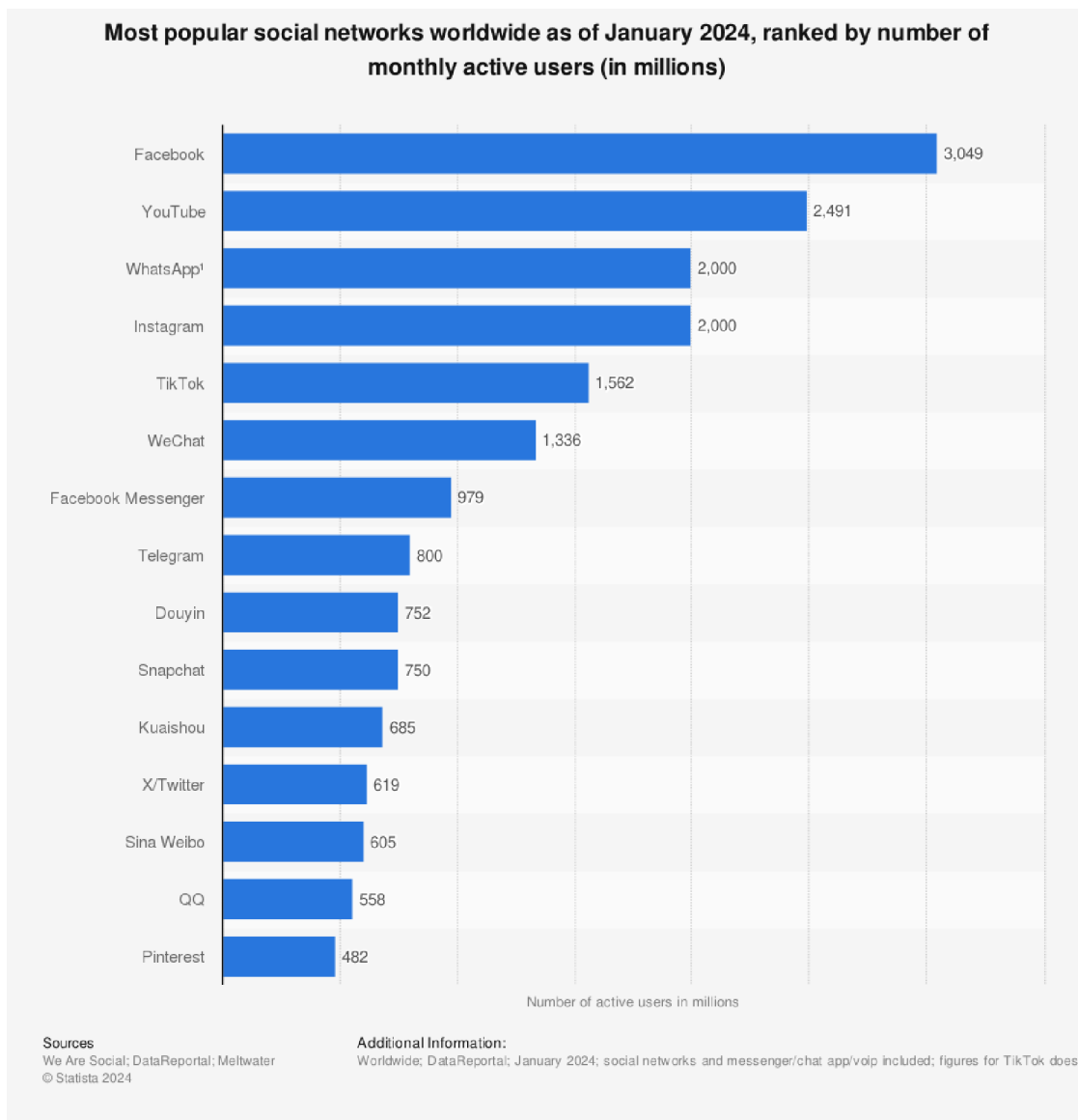
Strategies in social marketing (SMM) aim to promote companies, sell products, and provide services. There are many networks available, but choosing the right one is the key to success. Spending time and effort on finding a target audience will be pointless for companies if the target audience does not exist. (Tuten, 2020)

### **3.3.1 Facebook**

Facebook remains the most optimal social media platform for a business to choose from because of its significant user base of active people and the consistent interaction of users with the platform (Edwards, 2020). Facebook is the largest social network today and the most popular, as can be seen in Figure 1. This makes it a remarkably profitable trade. With more than three billion monthly active users, Facebook is the world's largest social network by far. Facebook is the main platform, besides WhatsApp, Facebook Messenger, and Instagram, which are all owned and



operated by Meta Platforms, each with more than a billion active users monthly. Over 3.8 billion core Family product users were announced by Facebook in the second quarter of 2023. Companies can post pictures, videos, and anything related to their field. At the same time, the company attracts a conversation with the audience through posts and comments. To get the most out of Facebook, it is best to create a Facebook business page with an appealing layout. Companies could publish what they offer on the page. For best results, it is better to use graphic effects. (We Are Social, DataReportal, Meltwater, 2024)



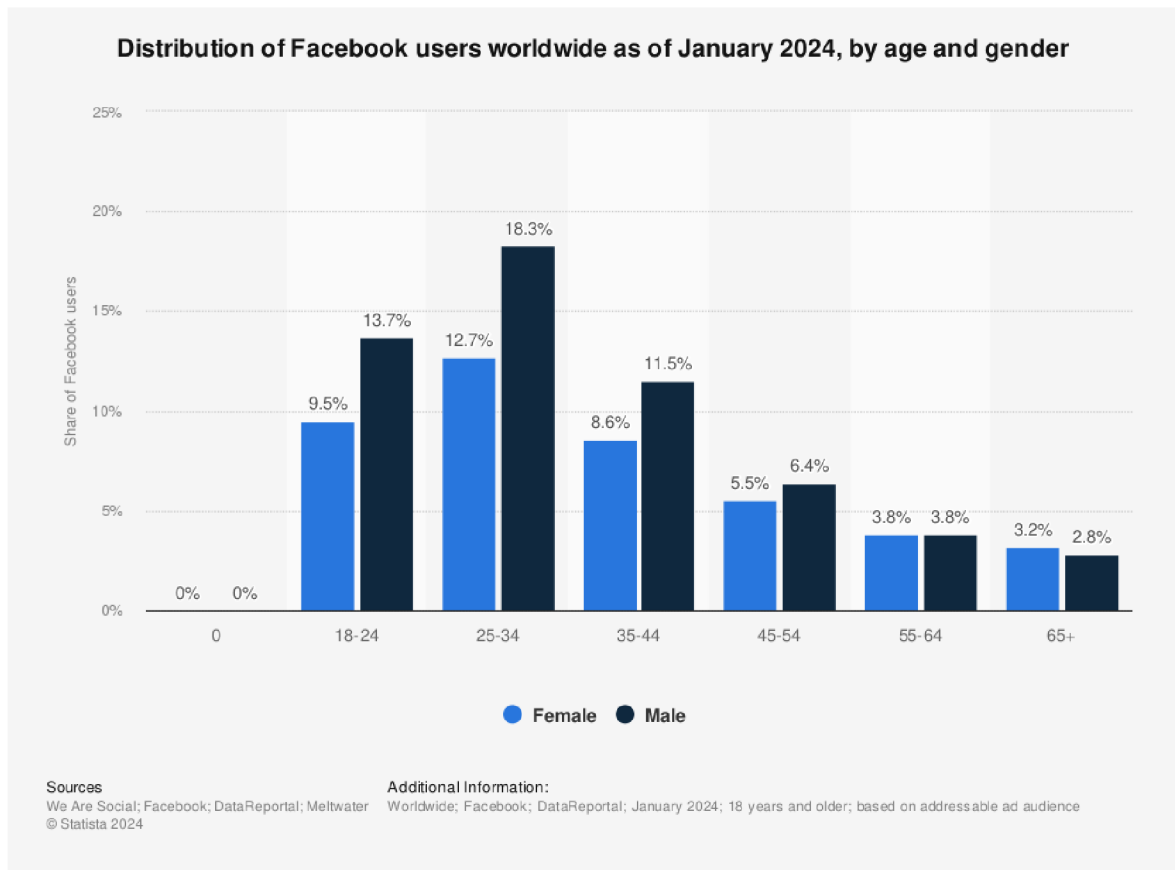
**Figure 1: Most popular social networks worldwide as of January 2024**  
Source: (We Are Social, DataReportal, Meltwater, 2024)

Utilising a Facebook Page is an effective method to engage with a company's target audience. It's like having an unpaid focus group for a company. The audience expects valuable information, which the company must offer. Companies may gather valuable insights from their audience, such as their requirements, challenges, and expectations. Establishing a Facebook profile may enhance a company's SEO by having links, posts, and activities indexed by search engines such as Google. This can boost SEO strategies and drive more traffic to the company's business. (Edwards, 2020)

Facebook is utilised as a medium for developing attractive adverts due to the various marketing tactics available nowadays. Various Facebook advertising choices are available for companies to select from based on their marketing objectives. The first tool is Post Boost, which is utilised to enhance the visibility of a certain post or its content on a company's Facebook page. A successful boost will result in reaching a larger audience. Another option is to promote the company's Facebook page to increase the number of likes, thus attracting more new consumers. The third type is Click to Website, which promotes the company's website, such as a website for newsletter sign-ups, a website offering special deals, a website for reservations, and others. Clicking on the advertising redirects the Facebook user to the website, landing page, or blog post containing the material the firm wants to promote. Other examples could include Website Conversations, App Engagement, Event Response, and Offer Claims. (Edwards, 2020; Jakubíková & Janeček, 2023)

Facebook is a key component of several digital marketing campaigns, mostly due to the effectiveness of Facebook Ads. The simplicity of setting up an ad campaign enables companies to develop several commercials to meet marketing objectives. The organisation may use built-in analytics to monitor marketing campaigns and assess their performance. This allows the firm to identify which ads require modification or termination. Facebook Ads offers a versatile pricing scheme. The company only spends within the limits of its budget. In conclusion, Facebook and other social networks have proven to be effective online advertising platforms for both large companies and e-commerce professionals. Even with limited budgets, satisfactory results can be achieved. Currently, almost 66% of all traffic from social networks to online stores originates from Facebook, which has the majority share of online sales at 85%. This program enables the firm to create advertising to drive

visitors to their published content. Establishing direct sponsorships to accomplish different objectives enables companies to monitor their outcomes with the highest precision. This results in several benefits for their internet business, including increased visibility and a significant increase in revenue. (Edwards, 2020)



*Figure 2: Distribution of Facebook users worldwide as of January 2024, by age and gender*

Source: (We Are Social, DataReportal, Meltwater, 2024)

As of January 2024, it was found that men between the ages of 25 and 34 years made up Facebook's largest audience, accounting for 18,3 % of global users. Additionally, Facebook's second largest audience base could be found in men aged 18 to 24 years, as can be seen in Figure 2. (We Are Social, DataReportal, Meltwater, 2024)

### 3.3.2 Instagram

This application allows companies to post photos and small videos (up to 60 seconds). Over 1.1 billion people have joined Instagram since it launched in 2010. Facebook Inc. bought it out in 2012. As of 2021, Meta's Instagram had 1.2 billion monthly active users, making up over 28 per cent of all Internet users in the world. Globally, there are expected to be 1.44 billion monthly active users of social media platforms by 2025, as shown in Figure 3, which represents 31.2 per cent of internet users. (Insider Intelligence, 2022)

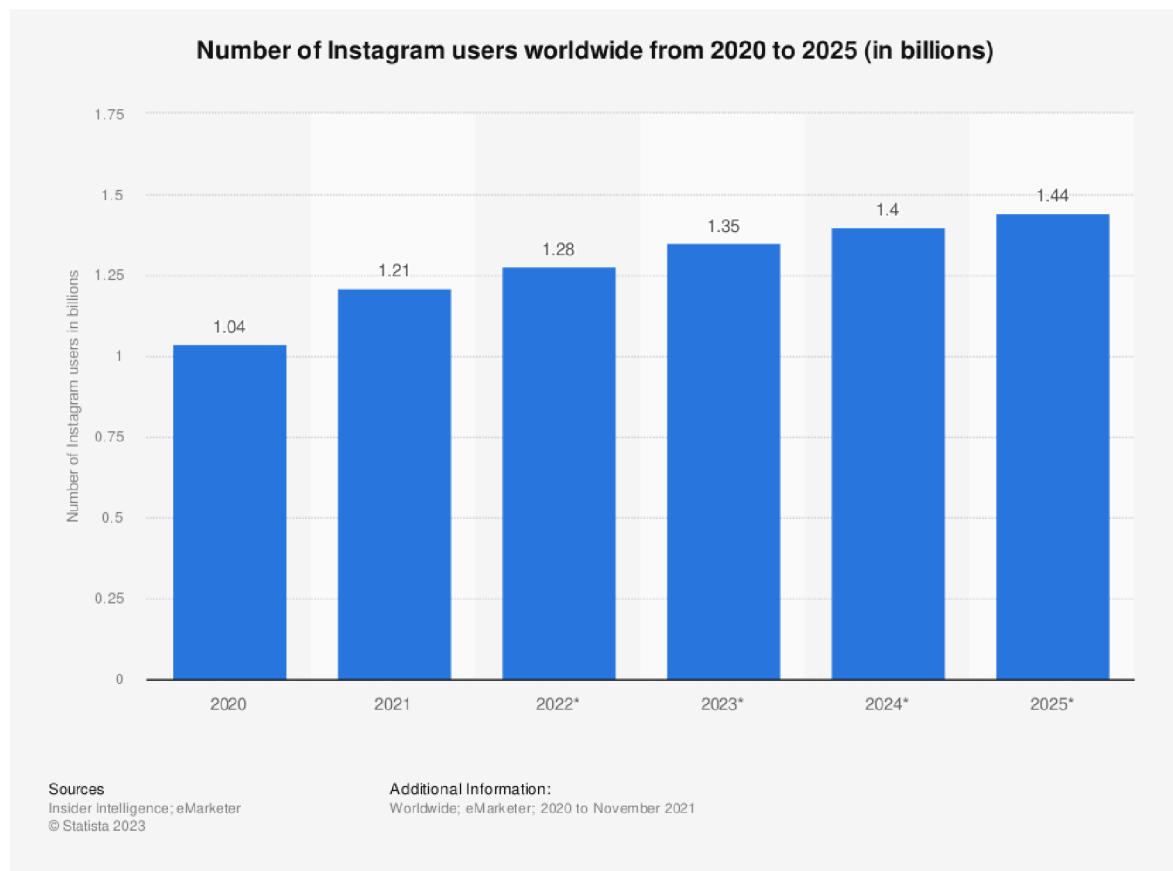


Figure 3: Number of Instagram users worldwide from 2020 to 2025 (in billions)  
Source: (Insider Intelligence, 2022)

The following features are now very famous, including writing blogs, creating photo collages, applying effects, adding frames, using special photo modes, rating and commenting photos, setting up a customised profile, using hashtags for finding content of user interest, posting materials in multiple social networks simultaneously, which is marked like cross-posting. There is a great deal of interest in Instagram

among young people under 25, and the service is actively growing. There are numerous benefits to using this network for business, promotion of goods, brand promotion, and brand awareness. (Eldridge, 2024)

There are several methods to advertise on social media, with Instagram being one of the most effective. The software receives continuous updates and enhancements, consistently incorporating additional features for its users. Most free programs lack dedicated personnel to ensure simple operations, but Instagram is an exception. The developers consistently ensure that the platform is smooth and always seek methods to enhance user experience. (Edwards, 2020)

Instagram's essence lies in its visual attractiveness. The network focuses on visually appealing photos and videos to engage its viewers. Businesses may engage with their target audience via pictures, which are more effective in the long term compared to written material. Photos often elicit higher levels of engagement compared to written information. The audience finds it more convenient to see and comprehend, requiring less of their time. Instagram allows companies to experiment with various types of photographs to see which ones are most appealing to the audience. The company may utilise these on many platforms, including their website, blog, and email newsletters. Instagram's photo-sharing feature allows companies to display their products creatively. Creating exceptional content for their Instagram feed has the potential to significantly impact the company's overall business and boost long-term sales. Instagram offers access to a vast audience of prospective clients. With more than 150 million active users, it presents a significant opportunity for a company's business. (Edwards, 2020, Jakubíková & Janeček, 2023)

Figure 4 shows that as of January 2024, around 16% of global active Instagram users were men between the ages of 18 and 24 years. More than half of the global Instagram population worldwide is aged 34 years or younger. (We Are Social, DataReportal, Meltwater 2024)

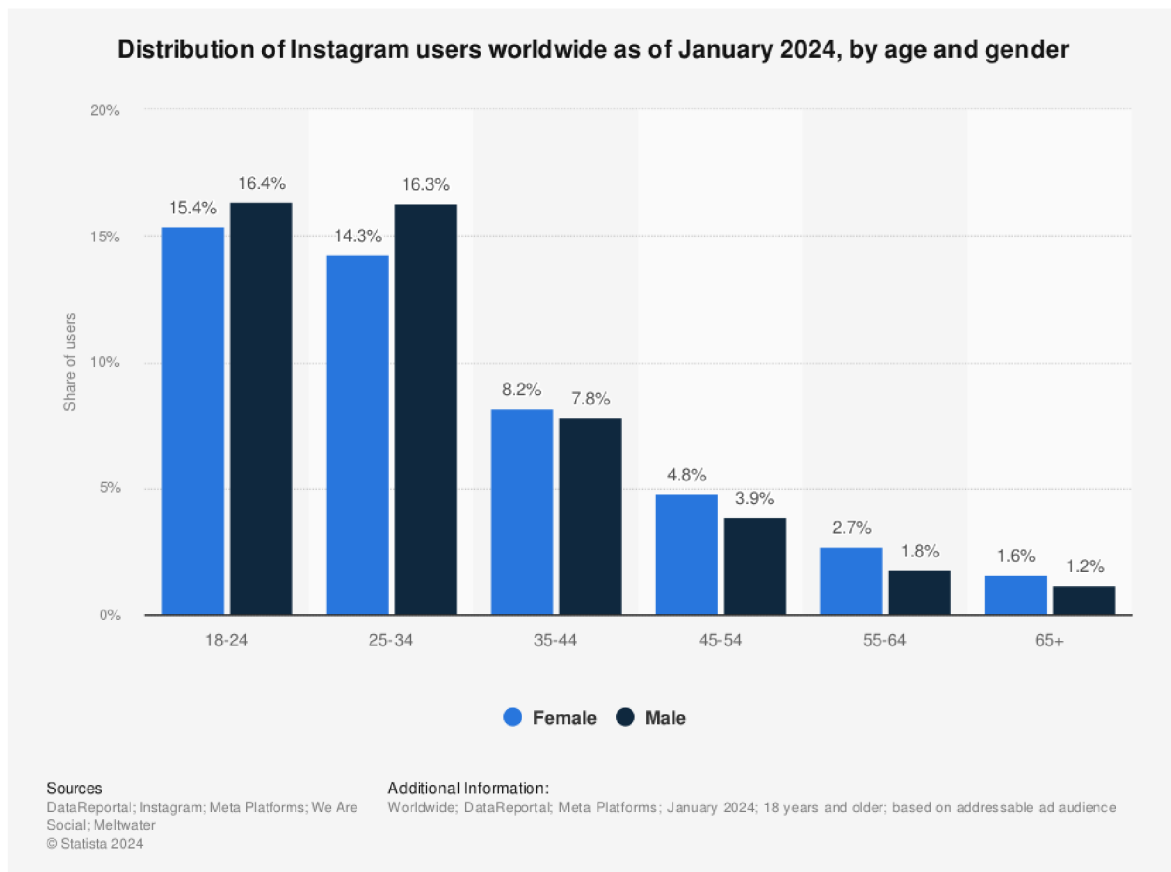


Figure 4: Distribution of Instagram users worldwide as of January 2024, by age and gender

Source: (We Are Social, DataReportal, Meltwater 2024)

### 3.3.3 Youtube

YouTube is a video-sharing website. Users can download and watch the videos and comment on them. YouTube helps companies a lot in increasing their brand awareness in a short time. A wide variety of information is available here, from entertainment to training courses. The online video platform YouTube has grown from a repository of amateur videos to one of the most popular online video sites in the world since its launch in 2005 and acquisition by Google a year later. The platform adapted to users' needs by adding YouTube Shorts, a short-form vertical video feature. As of February 2023, YouTube Shorts had over 50 billion daily views. The platform was launched globally in June 2021. (Ceci,2024)

The main features are: sharing of videos; there are a variety of formats supported, including panoramas, HD, Full HD, MPEG-4 AVC, and others; video editing software can be used from the browser to edit videos (titles, audio tracks, images), the possibility of group chats and commenting of videos or creating a YouTube channel. To control content, the company periodically removes videos deemed extremist or in violation of copyright laws. There are some countries in which the resource is blocked because of materials it publishes that the authorities consider undesirable. (Dodson, 2016)

YouTube continues to transform the entertainment sector. YouTube adapted to customers' expectations by introducing YouTube Shorts, its short-form video option. Shorts were launched worldwide in June 2021 and achieved 70 billion daily views by October 2023. YouTube's main revenue sources are advertisements and paid content. YouTube Music and YouTube Premium subscriptions are increasing steadily, with a projected 100 million paying users by 2024. When evaluating YouTube's business, direct sales are just a portion of its financial success. The advertisements business contributes around 10% of the company's income. YouTube earned over 31.5 billion U.S. dollars in worldwide advertising income in 2023. The video platform's revenue increased by eight per cent year-over-year, returning it to its prior growth trajectory after a two per cent gain in 2022. A diverse audience appreciates a variety of content. YouTube viewers may access a wide selection of videos, including professional and user-generated material such as music, games, DIYs, and instructional pieces. YouTube serves as a venue for corporate media material, including official music videos. It is predicted that YouTube will have more than 2.5 billion worldwide views in 2024. More males than women made up the platform's user base, with over 12% of YouTube's total users being men aged 25 to 34 years and roughly 9% in the same age bracket. India had the greatest YouTube viewership in January 2024, with about 470 million users, while the United States followed with 240 million users. YouTube dominates the online video platform market without any competitors. The surge in popularity of TikTok has increased competition in the digital video landscape. YouTube's advertising income has experienced significant growth between 2022 and 2023, alongside an increase in subscriptions and user engagement to unprecedented levels. YouTube has embraced the short video format

to accommodate evolving user preferences, aiming to captivate consumers and maintain their engagement. (Ceci, 2024)

In January 2024, 12.2% of YouTube's worldwide audience consisted of males aged 25-34, while approximately 9% were females of the same age group, which is shown in Figure 5. Men aged 35-44 represented 9% of the platform's users, while women in the same age group had a share of 7.9% throughout the period studied. (We Are Social, DataReportal, Meltwater, 2024)

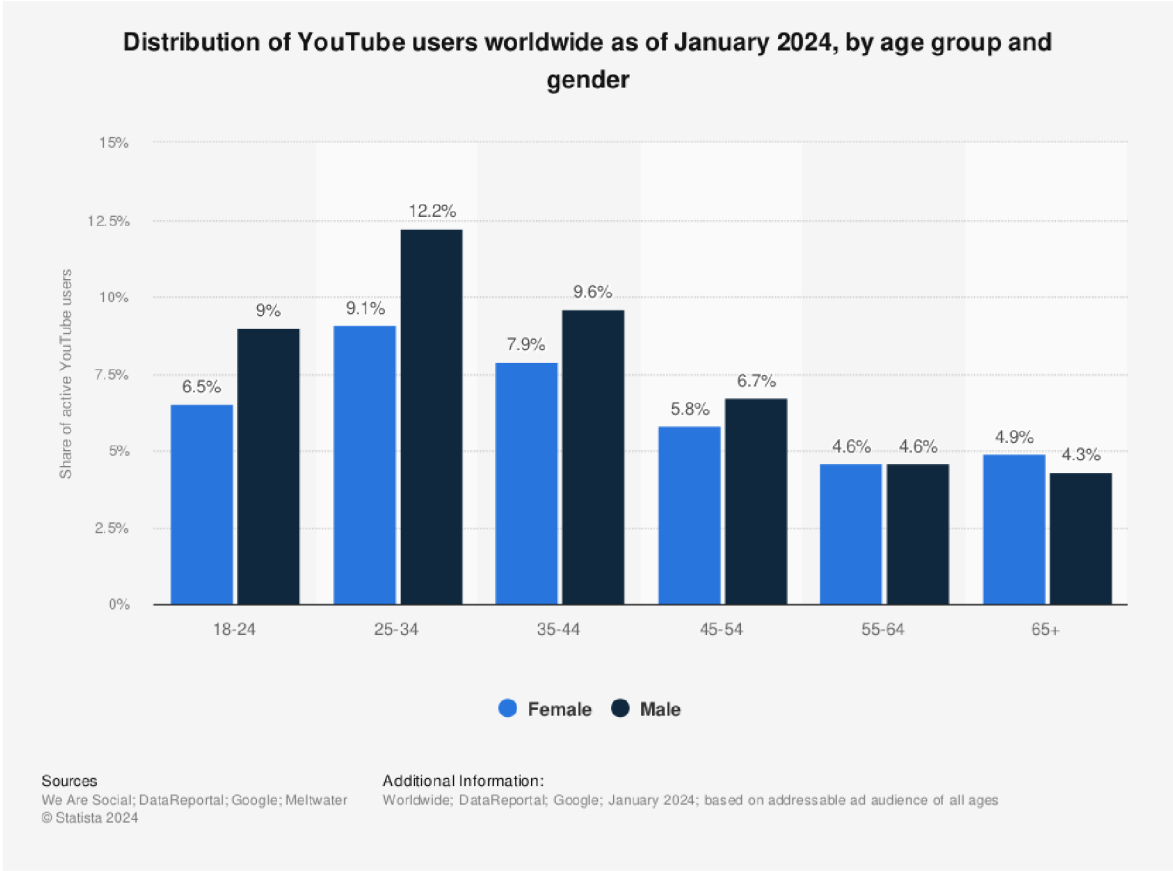


Figure 5: Distribution of Youtube users worldwide as of January 2024, by age group and gender  
Source: (We Are Social, DataReportal, Meltwater, 2024)

### 3.3.4 LinkedIn

It is the largest social marketing professional site where it is possible to connect with other professionals related to each other's field. Through LinkedIn, a company can build a strong business profile and let it shine, and also reward clients for referrals.



This will make the company appear more authoritative and trustworthy. It is a network for professionals. This site is visited by over 500 million people from 200 countries every month. Unlike other services, there is no entertainment, humour, news or other content familiar to users' CVs, portfolios, skill lists (with verification from real people) and job postings. The tasks of LinkedIn include asking colleagues for advice, discussing professional issues, seeking jobs or employees, and getting recommendations. (Janouch, 2015)

In 2022, LinkedIn's yearly revenue was 13.8 billion U.S. dollars, up from 10.2 billion U.S. dollars the year before. In 2023, LinkedIn generated over 6.44 billion U.S. dollars in income from its premium accounts, which are priced between 29.99 USD and 149.99 USD per month, depending on the desired features. LinkedIn, like other conventional social media networks, depends on advertising for revenue. The business network is projected to have produced around 5.91 billion U.S. dollars in ad revenue in 2023. In 2022, there were 571 million LinkedIn members worldwide, with 174 million being LinkedIn Premium subscribers. LinkedIn is a popular platform for those looking to kickstart their professional careers by searching for jobs, hiring staff, or making valuable business contacts. In January 2023, 60% of LinkedIn's worldwide users were between 25 and 34 years old. Furthermore, 56.3 per cent of LinkedIn users were male. The platform has a worldwide presence, although the majority of its users are located in the United States, totalling 200 million users in the country. Individuals from better-income households and with higher education levels are the primary groups that use the service. In September 2023, 55% of LinkedIn users in the United States were from high-income families. Additionally, 33% of U.S. users held a bachelor's degree or its equivalent, and 25% had a master's degree. (Dixon, 2023)

LinkedIn is a well-regarded social media site for marketing in the business-to-business sector. Global marketers identified LinkedIn as the third most crucial social media channel for marketing in 2023. The platform rated higher than YouTube and X (previously Twitter) but was behind Facebook and Instagram. Additionally, 48% of business-to-business (B2B) marketers consider LinkedIn the most crucial social media platform. 64% of worldwide internet marketers used the professional network in 2023. (Dixon, 2023)

LinkedIn is a professional networking tool, with over half of its users in Romania falling between the ages of 25 and 34, as shown in Figure 6. In January 2024, individuals in their early 20s made up 25.9% of LinkedIn users, while those over 55 years old comprised 2.1% of LinkedIn accounts. (DataReportal, We Are Social, Meltwater, 2024)

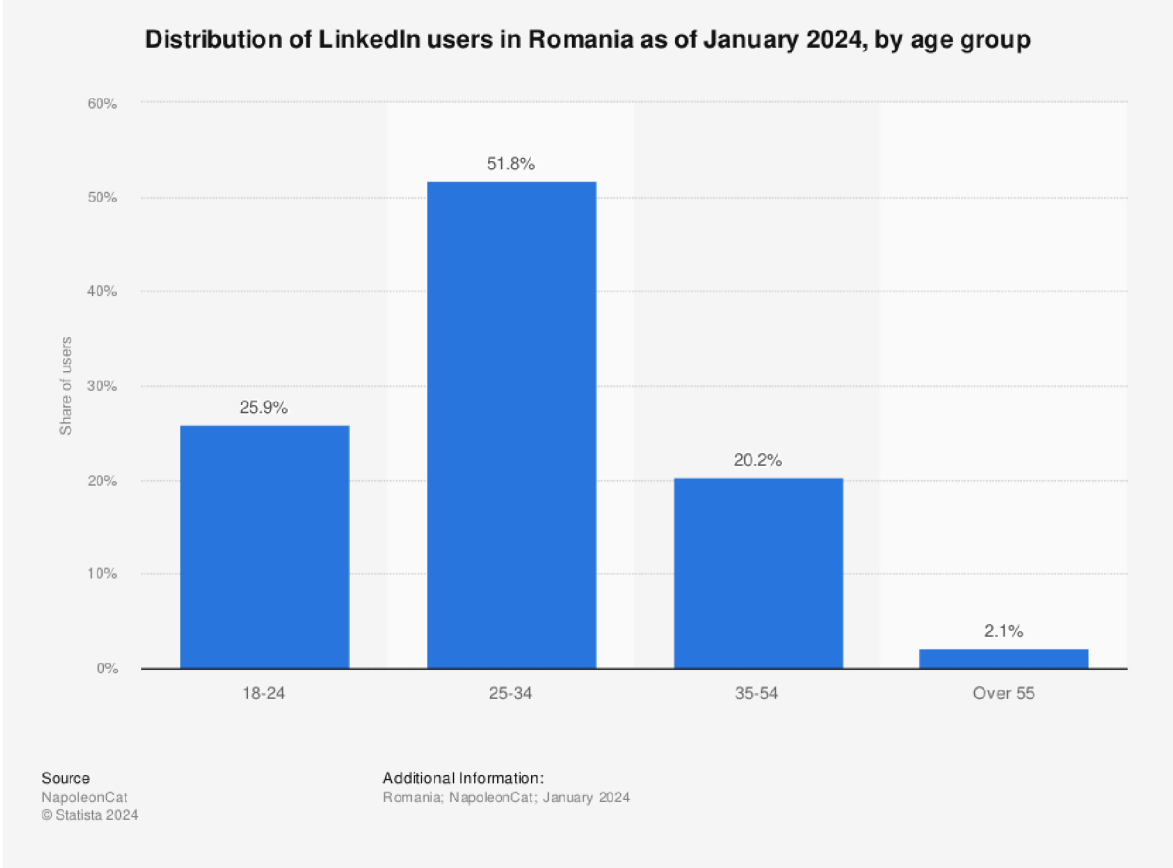


Figure 6: Distribution of LinkedIn users in Romania as of January 2024, by age group  
Source: (DataReportal, We Are Social, Meltwater, 2024)

### 3.4 Email marketing

Email marketing is a very successful type of online communication that demands significant work in content creation and overcoming legal and technological challenges, as stated in the publication (Janouch, 2020).

Email marketing takes more than just an email and does not ensure effectiveness. To reach the customer by their address, a database with broad contact details (such as address, telephone, email, area, region) is needed. It should also include information

on previous purchases (specifics of each purchase like product and time data) and details of past marketing campaigns (how and when the customer was contacted and the outcomes). In B2B, corporations gather extensive data on several aspects such as company performance, management, strengths and weaknesses, future strategies, and personal information about individuals and their behaviour. Sophisticated CRM systems are utilised for this purpose. (Janouch, 2020)

Customer relationship management (CRM) is a crucial aspect of management in both B2B and B2C sectors. CRM has evolved from an insufficient approach of utilising customer transactions to create customer profiles to a structured business process that employs advanced tools and analytical methods to manage each customer individually. CRM combines email and a personal digital assistant with a day planner, electronic calendar, client database, and various company administration tools to provide a centralised platform for managing customer connections. Over the past three to four decades. CRM IT solutions have evolved alongside general IT advancements and are now a crucial component of the management framework in the majority of firms. (Sharp, 2002; Dintsis, 2020)

Email contact with clients offers several advantages compared to other kinds of online marketing communication. Key advantages include easy customisation, a unique approach, immediate response capability, and cost-effectiveness. However, drawbacks may include non-delivery, inability to determine reasons for lack of response from customers, and technical issues like attachment download problems. (Janouch, 2020)

### Emailing goals

Emailing goals are derived from the broader objectives of marketing communication or direct marketing. Some emails are sent with the primary goal of generating instant sales, while others are intended to nurture and sustain client relationships. Building and nurturing a connection through email involves gathering client insights and proposing ideas to enhance the product line and enhance customer happiness. For the organisation to fulfil its aims, successful email delivery is crucial as it indicates the existence of the consumer. The firm should strive for a large audience to ensure that customers open the email. The fundamental purpose of email marketing is to initiate

a discussion through a link in the email, leading to pre-planned actions by the user. Additionally, it is assessed if the buyer completed a purchase, submitted a form, etc. Emiala's marketing department offers firm feedback on products, suggestions, remarks, and interest in purchasing. In this scenario, I typically follow up with many emails rather than just one, especially when the firm responds to a bad review or complaint. Additionally, successful email marketing necessitates establishing particular goals such as frequency and click-through rate, anticipating receiver behaviour, segmenting users, delivering emails to current addresses, and having assessment tools prepared for all activities. (Janouch, 2020)

### Types of emails

An email can vary in its conception, influence, content, structure, and design. The first kind is an email offering products and services commonly found in online stores. The Newsletter is a periodic email containing information and should not include any sales or promotional content. It varies from the first kind in both substance and structure. It is most effective as a standard email format. If it is visually enhanced, it should consistently maintain the same style and layout of elements. Its impact is gradual, so there is no need to rush or hurry clients. This variety was intended to draw attention and achieve success by boosting the number of subscribers or enhancing the effect on B2B choices. Commonly discussed subjects include recommendations, directions, predictions on future developments, rankings, and more. The third type is the Permission e-mail, designed just for the submitter. This kind allows the sender to deliver a personal message to recipients who have opted to receive it. (Janouch, 2020)

### Specifics of emailing in B2B

In the B2B sector, the primary objective of email communication is to obtain leads and gather information from clients rather than focusing on quick sales or profit. Emails are delivered with the purpose of influencing consumer decisions. This refers to several individuals from the same firm, each having unique information tailored to their own role or department. In emails, different incentive links are inserted to confirm that they have been read, not merely opened. Subsequently, it is ascertained if the consumer has seen the email. The primary attention in B2B should be on the

content and editing of emails, as well as considering that each management level sees emails at various times. It is essential to determine the sender and recipient of the email. The CEO and the line manager both send emails to managers at the same level. In contrast to B2C, it is helpful to send emails less often. It is not advisable to overload your clients with the company's perfection. It is better to choose a casual approach and use suitable professional terminology. (Janouch, 2020)

#### Email software

Email campaign performance is not just based on the marketing department. This situation involves technical incentives for transmitting, customer screening possibilities, and outcome evaluation. Businesses utilise customised software or different e-commerce or CRM modules for this purpose. The voltages of these systems should be consistent, such as the registration form for email subscription, personalised content addressing, and logout system. Not all system requirements are sufficient; excellent emailing should have additional capabilities. One cost-effective strategy is to screen users, group them, and assess their performance. For illustration, some small firms implement SendBlaster and MailKit. (Janouch, 2020)

Email marketing consistently generates an important return on investment ROI in the marketing industry. A crucial research inquiry in email marketing is the methods for collecting subscriber data and sending emails only to engaged consumers. Companies are becoming more conscious of the structural issues of Big Data due to the rising volume of information. Big Data is considered a technology that has the potential to transform business intelligence, a discipline that depends on data analysis for understanding and improving decision-making. Big Data is a broad term that extends beyond commerce or marketing; nevertheless, the advancement of e-commerce and digital marketing has significantly highlighted its importance. Gathering and analysing vast quantities of diverse data in real time is extremely beneficial. During the Big Data age, analysing and utilising data is crucial for email marketing professionals to stay competitive in today's world. (Bayoude et al., 2023)

## 4 Characteristics of the company Tyrolit

In 2019, TYROLIT celebrated its 100th anniversary as one of the world's leading providers of high-quality grinding solutions. TYROLIT was founded by Daniel Swarovski in 1919 to produce glass decorative discs independently. Through the development of innovative products like TYROLIT POWER in 2017 and the expansion of its infrastructure, such as the shipping warehouse in the Czech Republic in 2015, TYROLIT has evolved into an international group. Tyrolit has been committed to innovation since 1994 with products such as vitrified-bonded CBN grinding wheels and Tyrolit life in 2014. In addition to global expansion, TYROLIT has made significant advances in the area of grinding technology during its century-long history. (Tyrolit, 2024)

Since the foundation of Swarovski in 1895, expertise in the field of cutting has been a key factor in the success of the company's crystal production. Tyrolit became a separate company in 1919, becoming the core brand of the international Tyrolit Group. Tyrolit is one of the leading global manufacturers of dressing and grinding tools and a supplier of building systems. As a global corporation and technology company with roots in the Austrian Alps, Tyrolit combines family values with a global vision. The company has 4500+ employees worldwide, 1300 of them are located in Austria. Turnover for 2022 was 727 million EUR. The assortment contains more than 80,000 products, which are covered by 500+ registered patents. 30% of products are on the market in less than three years. (Tyrolit, 2024)

Figure no. 7 shows the four business units that make up the Tyrolit company: Construction, Metal Fabrication, Precision Industries, and Trade Business.



Figure 7: Tyrolit company business units  
Source: (Tyrolit, 2024)

The vision and goals of the Tyrolit company are shown in figure no. 8. It explains the situation in business-to-business and business-to-consumer segment

### STRATEGY PROJECT | VISION AND GOAL

The creation of a state-of-the-art digital ecosystem to establish and scale business initiatives on digital channels

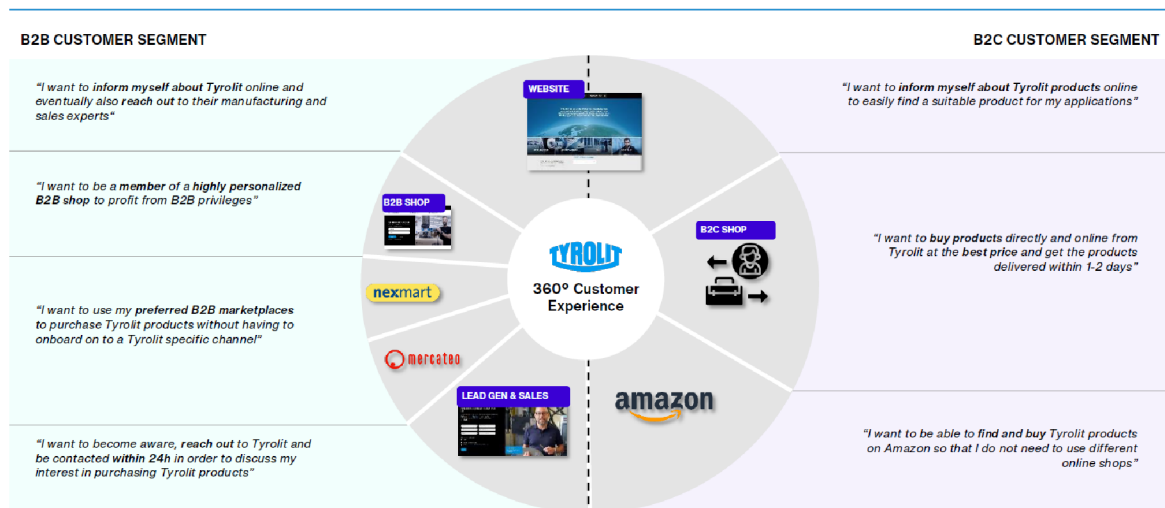


Figure 8: Tyrolit's vision and goal  
Source: (Tyrolit, 2024)

## 4.1 The Tyrolit Group

Tyrolit Group, a leading manufacturer of grinding tools, has grown internationally through acquisitions, building a diverse brand portfolio:

Tyrolit: The core brand that offers industry-leading grinding tools.

Bibielle (Italy, 2020): High-tech surface treatment products.

Carborundum Electrite (Czech Republic, 2004): High-quality grinding tools for Eastern Europe.

Egeli Egesan (Turkey): "Coated abrasives" manufacturer, expanding market reach.

Grinding Techniques (South Africa, 2014): Leading manufacturer in Africa.

Tyrolit Hydrostress (1991): Renowned for construction industry saws and drills.

US presence

Diamond Products (1991): Leading US manufacturer of diamond tools and machinery.

Radiac Abrasives (2009): Distributes Tyrolit precision products and manufactures bonded/super abrasive grinding tools.

This consolidation positions Tyrolit Group as a global leader with expertise across various grinding solutions.

(Tyrolit, 2024)

## 4.2 Marketing mix (4P) of the company

Product:

The Tyrolit Company produces grinding and cutting tools for industrial and professional purposes. The company offers a wide range of products, including



grinding wheels, cutting wheels, grinders, and other tools for the treatment of surfaces and machining of materials. (Tyrolit, 2024)

#### Price:

Their products are usually priced based on their quality and specialisation. The pricing policy is affected by the fact that grinding and cutting tools are often highly specialised and of high quality. Among other factors, Tyrolit also uses competitive pricing, manufacturing costs, and distribution costs when determining its prices. (Tyrolit, 2024)

#### Distribution (Place):

Tyrolit uses various distribution channels to distribute its products. There is the possibility of sales through specialist retailers, distributors, online sales such as Amazon, and other channels. As part of Tyrolit's digital business initiatives, the company aims to digitise its existing revenues and generate new revenues by leveraging both existing and new digital sales channels. (Tyrolit, 2024)

#### Promotion:

The activities associated with promotion include advertising and public relations. In addition to participating in industry fairs and advertising in industry magazines, Tyrolit can also use various digital marketing channels, such as email marketing and online social media. Promotion involves reaching out to the target audience through marketing campaigns, providing information about new products and innovations, and establishing a reputation as an excellent supplier. (Tyrolit, 2024)

Tyrolit uses the full range of social media in its advertising. Its global social community comprises 750,000 subscribers on YouTube, 430,000 on Facebook, 350,000 on TikTok, 350,000 on Instagram, 190,000 on LinkedIn and 80,000 in private Facebook groups. They also use a B2B webshop to promote their products, where they offer 115 product groups with high stock, e.g. cut-off discs, rough grinding wheels, and flap discs. For existing customers, they apply a 20% discount on individual customer prices for purchases in the B2B webshop, and for new customers, a 50% discount on list prices for selected assortment. They also use SEO advertising, PPC advertising

and email marketing. Tyrolit uses a wide range of online marketing tools, but not all of them are applicable to the same markets and to the same extent. As far as Romania and Slovenia are concerned, a lot of attention is paid to the industrial sector, but there are large reserves in the DIY sector, which was considered less relevant until the acquisition in Turkey, which means that a wide range of knowledge is still missing in this sector compared to, for example, the industrial sector. (Tyrolit, 2024)

## **5 Secondary data collection – PEST**

Tyrolit's online marketing strategy plays a crucial role in achieving its business objectives within the abrasives industry. To ensure effectiveness in targeted countries, a comprehensive understanding of the external environment is essential. This PEST analysis will examine the political, economic, social, and technological factors that can influence Tyrolit's online marketing activities and competitive landscape. This PEST analysis will ultimately contribute to a more targeted and successful online marketing approach for Tyrolit, enhancing its digital presence and driving growth within the selected countries.

### **5.1 Romania**

For Tyrolit to enhance its online marketing strategy in Romania, it is crucial to have a comprehensive awareness of the country's external environment. This PEST study will examine the crucial Political, Economic, Social, and Technological aspects that might have a substantial influence on Tyrolit's online marketing initiatives and its competitive position in the Romanian market.

#### **5.1.1 Political and Legal Environment**

The political system of the country is characterised by a combination of parliamentary democracy and a semi-presidential republic. The bicameral parliament consists of two chambers, namely the Chamber of Deputies and the Senate, both of which have four-year tenures. The two chambers have similar proportions, thereby demonstrating symmetrical bicameralism. The President, Klaus Iohannis, was elected in 2014 and re-elected in 2019. He holds a direct mandate for five years. (Rumunsko | BusinessInfo.cz, 2023; Britannica, 2024b)

Corruption remains a persistent obstacle in Romania's pursuit of a just and effective judicial system. Combating corruption is essential for fostering confidence in governmental institutions and for attaining Romania's complete accession to the European Union. (Hroudný, 2023)

Romania joined the European Union in 2007 and became a member of NATO in 2004. Regarding international relations, the government aims to enhance its position and impact within the European Union and NATO, as well as raise its budget to 2.5% of the Gross Domestic Product (GDP). According to the European Commission, Romania's primary objective should be to eradicate bureaucracy and increase expenditures in education, healthcare, and infrastructure. Regarding the above deficiencies, the European Commission categorises Romania as one of the nations with macroeconomic imbalances. EU's presence in the nation The Representation of the European Commission has been functioning in Romania since 1 January 2007. Romania presents substantial opportunities for foreign businesses due to its marketplace of nearly 20 million individuals, 37 million acres of fertile land, stunning landscapes, a growing economy, and a highly educated workforce comprising over 50,000 information technology specialists. Additionally, Romania's access to the Black Sea and Asia further enhances its appeal. EU and EEA nationals have the same rights as Romanian residents when it comes to purchasing real estate properties, including land and buildings. (Rumunsko | BusinessInfo.cz, 2023; Britannica, 2024b)

### **5.1.2 Economic environment**

Preliminary data from the National Statistics Office reveals that Romania had a 4.9% increase in GDP in 2022, compared to a 5.8% increase in 2021. In the 12-month period leading up to October 2022, the trade deficit amounted to EUR 32.9 billion, representing a 44.5% increase compared to October 2021. By 2023, it is projected that the deficit will see a more moderate growth of 18%. Over the previous decade, the deficit-to-GDP ratio has consistently risen at a rate comparable to the period before the 2008-2009 crisis. However, in absolute terms, it is still far lower than the levels of 15-20% that were achieved during that time. Furthermore, the trade imbalance is anticipated to be offset this time by substantial financial inflows stemming from recovery and resilience measures. In December 2022, the annual inflation rate decreased slightly to 16.4% compared to November's rate of 16.8%. The month-on-month consumer prices rose by 0.4%. In November 2022, the National Employment Agency (ANOFM) said that the unemployment rate in Romania was 3.04%, representing a small increase of 0.08% compared to the previous month. The age group with the highest number of jobless individuals was between 40 and 49

years old, with a total of 56,919 people. This was followed by individuals over the age of 55, with a total of 45,779 persons. The age group of 25-29 had the lowest number of unemployed individuals, with a total of 16,957 persons. The southern and southeastern regions of the country have consistently had the highest rates of registered unemployment. The capital city of Bucharest and its neighbouring areas have the lowest rate of registered unemployment. Romania is a country that exports more power than it imports, making it a net exporter of energy. Approximately one-third of the energy generated is derived from renewable sources, predominantly hydroelectric power facilities. The sole nuclear power plant in existence is the Cernavodă power plant. In addition, the nation possesses one of the most extensive refining capabilities in Eastern Europe and is actively engaged in the production of natural gas from the Black Sea. According to figures from the National Institute of Figures (INS), the composition of Romanian imports includes engineering items, electrical devices, transportation and engineering equipment, mineral fuels, iron ores, steel products, medications, and medical supplies. (Rumunsko | BusinessInfo.cz, 2023; Britannica, 2024b)

### **5.1.3 Socio-cultural environment**

The population as of January 1, 2023 is 19,053,815. The population density is around 90 individuals per square km. The national composition, based on the responses of 16,568,900 individuals, is as follows: 14,801,400 Romanians, 1,002,200 Hungarians, 569,500 Roma, 45,800 Ukrainians, 22,900 Germans, 20,900 Turks, and subsequently Lipovans, Tatars, and Serbs. Slovaks, Bulgarians, Croats, Greeks, Italians, Jews, Czechs (1576), and other nationalities are also represented. (Britannica, 2024b)

Based on the 2023 census, Christianity is the predominant religion among the people. The religious component is as follows: 85.3% of the population adheres to the Romanian Orthodox Church, 4.5% are affiliated with the Roman Catholic Church, 3.0% belong to Protestant Churches, 2.5% are part of the Pentecostal Movement, 0.7% are members of the Greek Catholic Church, 0.6% are Baptists, 0.4% are Seventh-day Adventists, and 0.4% identify as Muslims. (Rumunsko | BusinessInfo.cz, 2023)

Romania is currently facing significant economic and political issues due to its declining population trends. The population has had a downward trend after the collapse of communism, as depicted in the accompanying chart. According to the World Bank, Romania's population decreased by 12.73% from 23.20 million to 21.24 million between 1990 and 2010. The World Bank predicts that by 2050, the population will decrease further to 15.94 million, which is a reduction of 21.5% from the 2010 levels. This phenomenon poses a risk to the sustained expansion of the economy and may result in substantial difficulties in financing pensions and healthcare requirements in the future. This is due to the projected ageing of the declining population, which will lead to a progressively smaller labour force, which can be seen in Figure 10. (Fitch Solutions Group Limited, 2024)

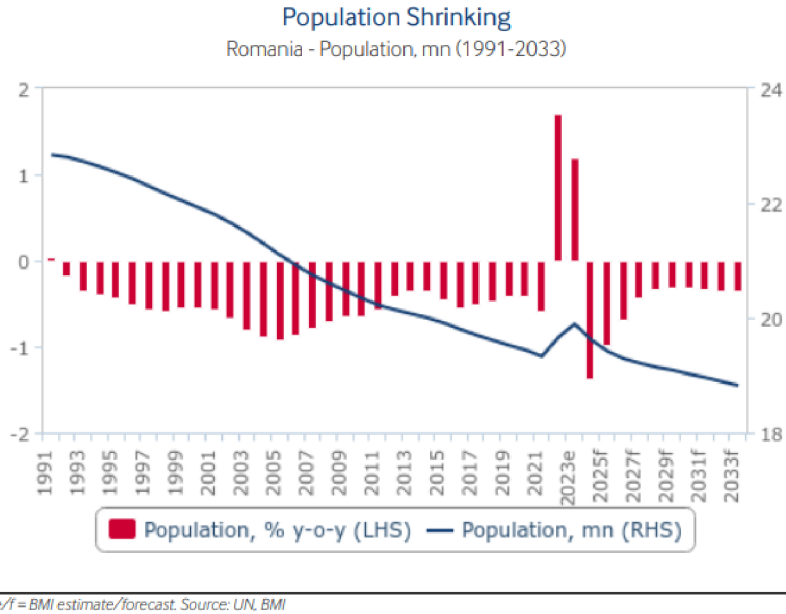


Figure 9: Population Shrinking - Romania  
Source: (Fitch Solutions Group Limited, 2024)

Between 2005 and 2017, the money allocated to education in Romania ranged anywhere from two billion to seven billion Romanian lei. The budget reached its highest point in 2023, which was approximately 45.51 billion Romanian lei, almost 21 billion Romanian lei in 2018, and it reached its lowest point in 2018, as can be seen in Figure 10.

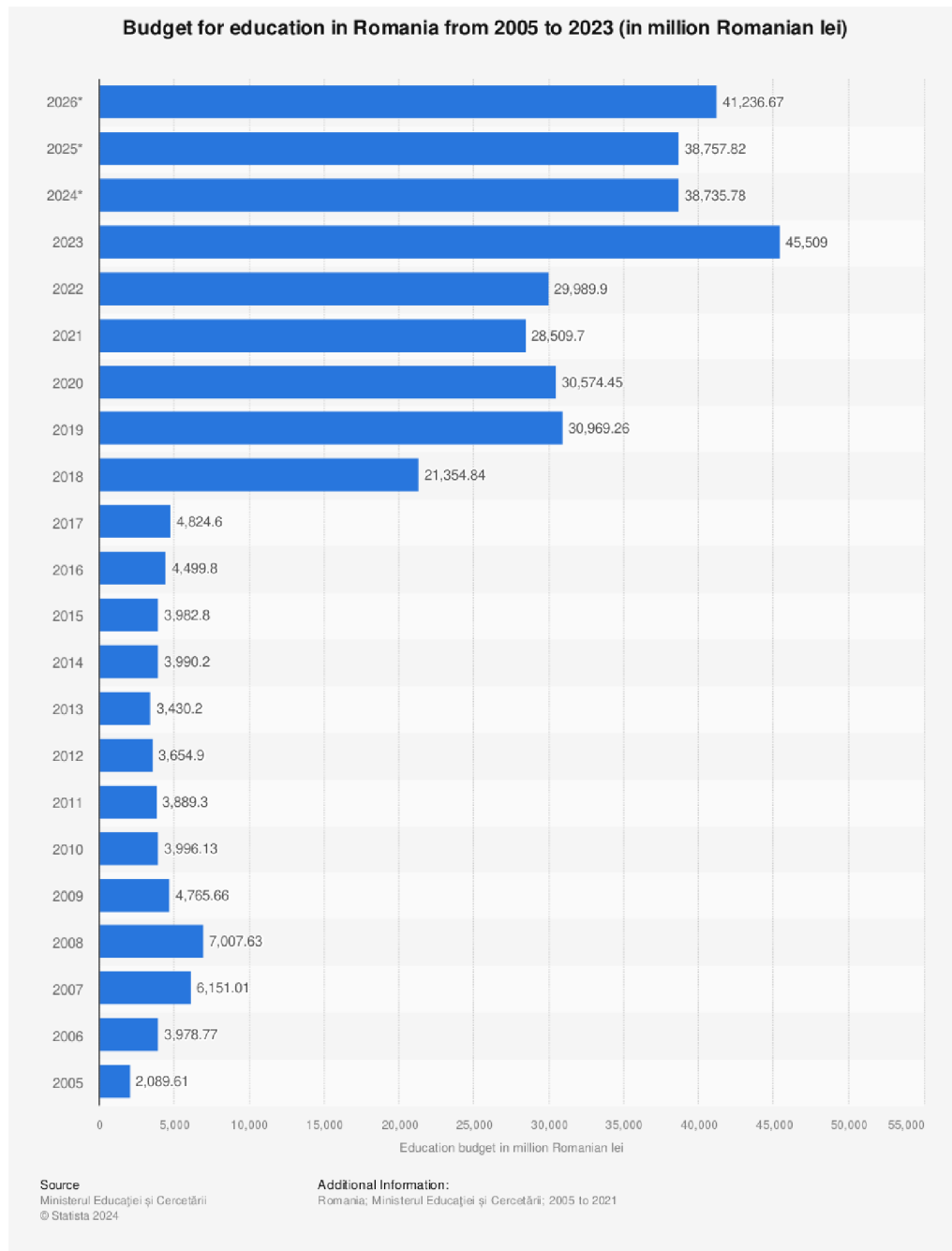


Figure 10: Budget for education in Romania from 2005 to 2023

Source: (Ministerul Educației și Cercetării, 2022)

Romanian is the dominant language in Romania. It is the preferred language used in all government agencies and for any communication with state administration. However, it is important to acknowledge that minority groups also possess legal entitlements and protections. In areas where there is a significant number of people belonging to a certain minority group, it is possible to carry out official activities using their language. (Romania | Flag, Capital, Population, History, Map, & Facts, 2024)

For example, regions with substantial Hungarian populations may witness the use of the Hungarian language in administrative establishments, courtrooms, and educational institutions. On the contrary, Romani is utilised in places with a significant Roma population, namely in the fields of education and certain government institutions. A foreigner needs to acknowledge that Romania is the largest country in the region and takes great pride in its Romanian and Dacian heritage. Romanian society also upholds traditional family values and other values, such as Orthodoxy. There is a significant discrepancy across different social classes and areas, and there is also a pronounced inclination towards caste discrimination. The state and its institutions, including the police, continue to have significant influence. Romanians exhibit a high degree of sensitivity towards references to their communist history. (Rumunsko | BusinessInfo.cz, 2023; Romania | Flag, Capital, Population, History, Map, & Facts, 2024)

#### **5.1.4 Technological environment: level of online technology for online marketing**

The statistics from previous years and future projections indicate that Romania has already achieved a level that will be challenging to surpass in many aspects. Additionally, there is now a state of only slight growth in internet marketing usage in Romania, which is expected to continue, according to Figure 11. While further rapid growth can be expected in the quality of technology in terms of the number of users and breadth of coverage, only a gradual increase is expected, considering the demographic structure and size of the country. According to the data, the mobile phone is the most commonly used device for accessing the internet, followed by standard computer connections. However, this contradicts the ratio of social network usage.



In 2023, Romania had a total of 21.3 million mobile internet connections, as shown in Figure 11. Simultaneously, the quantity of broadband internet connections rose to 6.5 million. Broadband internet is a type of high-speed internet connection that enables quicker transfer of data compared to typical dial-up connections (dial-up Internet is a network connection that uses telephone lines to establish a connection between a device and the Internet). It allows users to access online material, stream media, and engage in other online activities more effectively. (Ward, 2018, ANCOM (Romania), 2023)

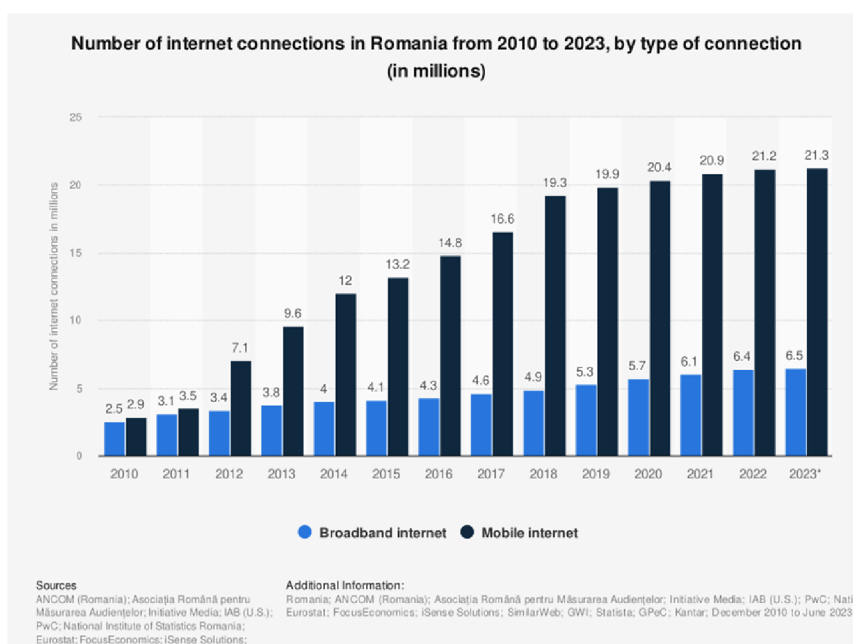
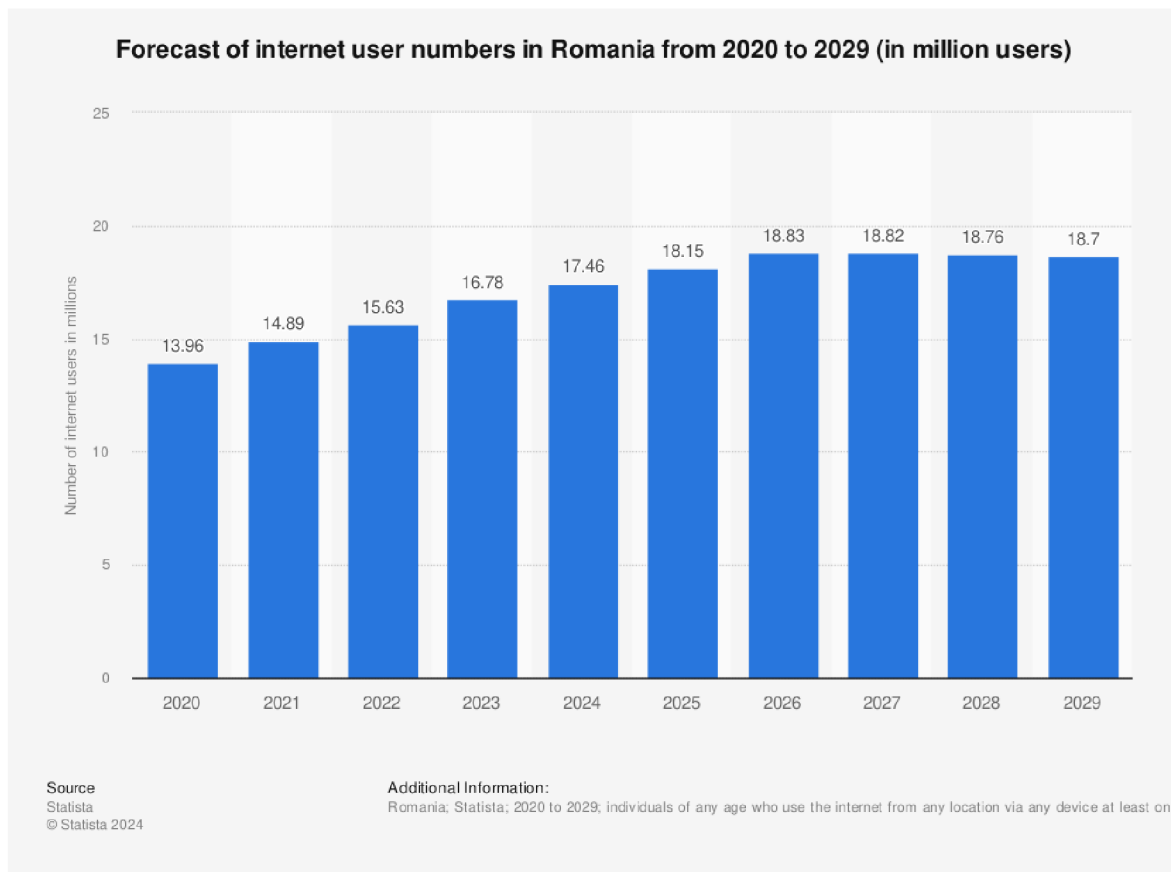


Figure 11: Number of internet connections in Romania 2010 to 2023  
 Source: (ANCOM (Romania), 2023)

It was projected that the total number of internet users in Romania will rise by 1.2 million people, around 7%, from 2024 to 2029. This overall upward trend does not occur consistently, particularly in the years 2027, 2028, and 2029; it will rise to growth till the year 2026, as is shown in Figure 12. The projected user count is expected to reach 18.83 million by 2026. Significantly, the number of internet users has been steadily rising in recent years. (Statista, 2023)



*Figure 12: Forecast of Internet user numbers in Romania from 2020 to 2029*  
Source: (Statista, 2023)

Especially for online marketing aimed at the end customer, the number of connected households is important because many people search for goods, product data, or other information from their homes. It is projected that the number of homes in Romania having internet connectivity will rise by a total of 0.4 million households (+5.54%) from 2024 to 2029 (Statista, 2023).



**Facebook users in Romania**  
December 2023



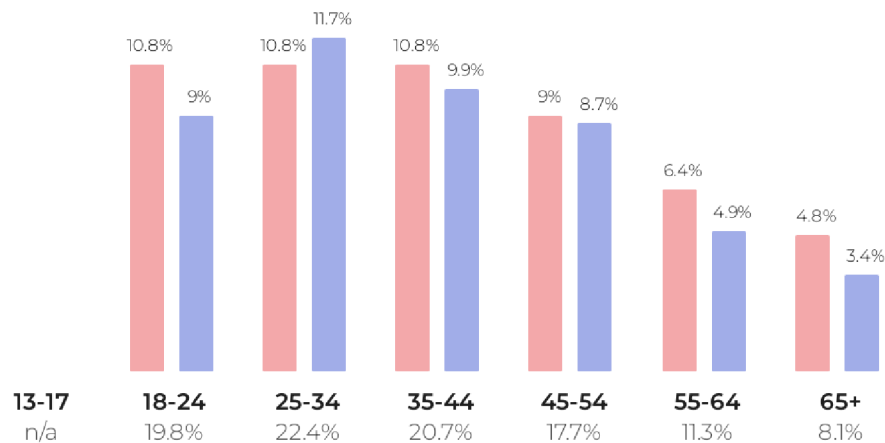
**11 137 200**



**52.5%**  
women



**47.5%**  
men



**NapoleonCat.**

Source: NapoleonCat.com

*Figure 13: Facebook users in Romania, December 2023*  
Source: (Facebook users in Romania - December 2023, 2023)

In December 2023, Romania had a total of 11,137,200 Facebook users, representing around 58 % of its population. Over half of them were women, accounting for almost 53%. The greatest demographic of users, consisting of 2,500,000 individuals, was between the ages of 25 and 34. Among those aged 18 to 24, women have a significant advantage over males, leading by a margin of 1,000,000. (Facebook users in Romania - December 2023, 2023)



**Instagram users in Romania**  
December 2023



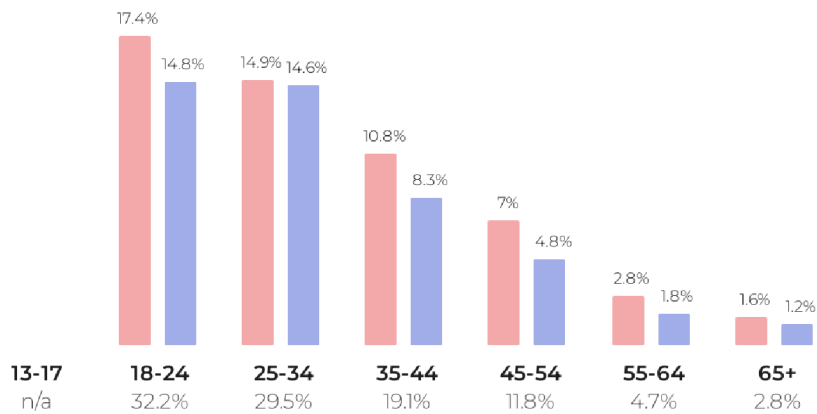
**5 540 900**



**54.5%**  
women



**45.5%**  
men




NapoleonCat.

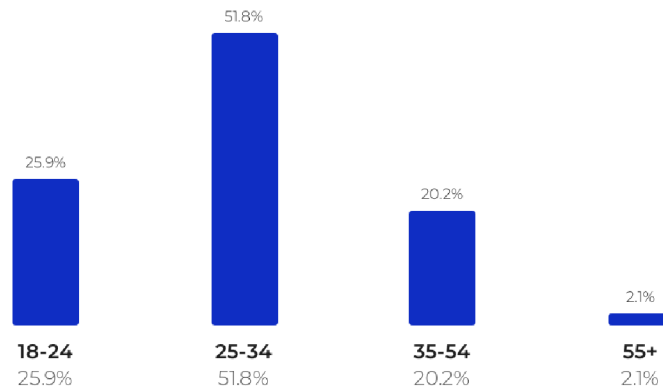
Source: NapoleonCat.com

*Figure 14: Instagram users in Romania, December 2023*

Source: (Instagram users in Romania - December 2023, 2023)

In December 2023, Romania had a total of 5,540,900 Instagram users, representing 29% of its population. Practically half of them were women, represented by 54.5%. The greatest demographic of users consisted of individuals between the ages of 18 and 24, totalling 1,782,200. The largest disparity between men and women is observed among those aged 18 to 24, with women outnumbering males by 818,700. (Instagram users in Romania - December 2023, 2023)

 **4 249 000**



*Figure 15: LinkedIn users in Romania*

Source: (LinkedIn users in Romania - December 2023, 2023)

In December 2023, the number of LinkedIn users in Romania was 4,249,000, representing 22.3% of the country's total population, see Figure 15. The greatest demographic of users, including 2,200,000 individuals, was between the ages of 25 and 34. (LinkedIn users in Romania - December 2023, 2023)

### **Users of YouTube in Romania by 2024**

According to Google's advertising data, YouTube has a subscriber base of 13.30 million in Romania as of January 2024. It is crucial to emphasise that these advertising reach metrics may not necessarily correspond to the monthly active user counts. There might be significant variations in the size of YouTube's ad audience and its overall active user base. Nevertheless, the data provided by the YouTube company indicates that YouTube's advertising coverage in early 2024 encompassed around 67.4 % of Romania's whole population at the beginning of the year. In January 2024,

YouTube advertising was able to reach around 74 % of Romania's whole internet user population, no matter their age. This information provides context and helps to understand the significance of these data. During that period, the female segment included 50 % of YouTube's advertising viewership in Romania, whilst the male segment accounted for 49.8%. According to data released by Google's ad planning tools, YouTube's potential advertising reach in Romania declined by 200 thousand (a fall of 1.5 %) from the beginning of 2023 to the beginning of 2024. The results indicate that the potential audience for marketers to target with advertisements on YouTube in Romania remained constant from October 2023 to January 2024. (Kemp, 2024)

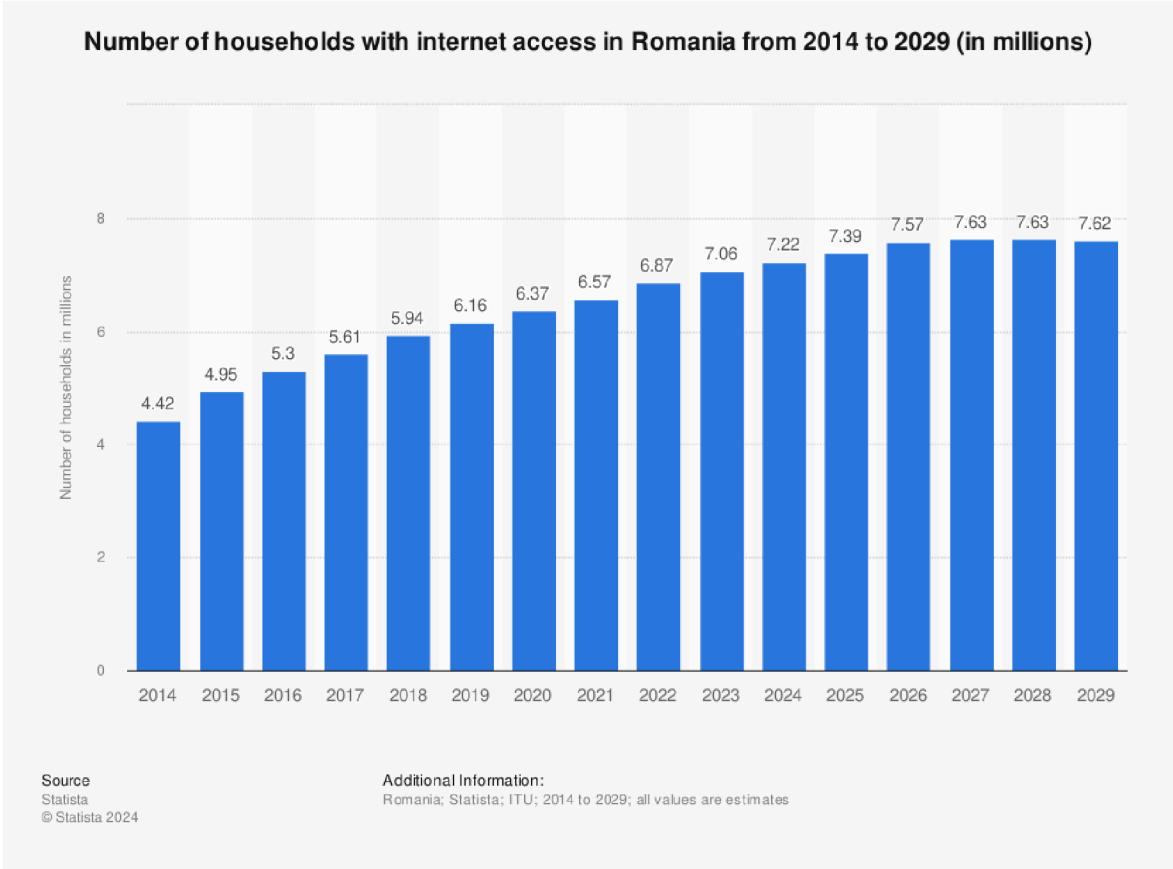
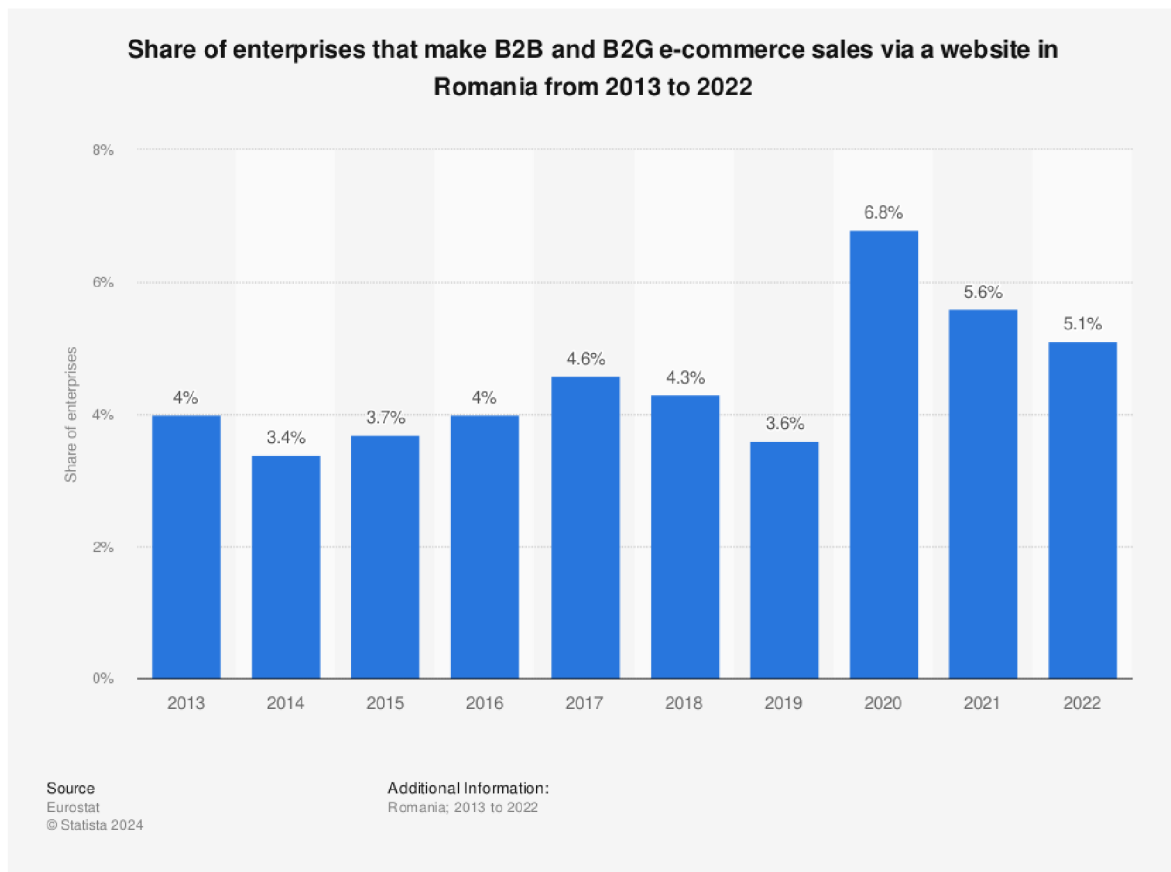


Figure 16: Number of households with internet access in Romania from 2014 to 2029  
 Source: (Statista, 2024)

In Figure 16, the number of households with internet access in Romania from the year 2024 is expected to increase till the year 2028. This statistic is important for the DIY sector and distributor e-shops, as most end customers order goods for their own use after they return home from work.

Romania possesses a significant digital economy in Central and Eastern Europe (CEE), as seen by its growing e-commerce industry. The e-commerce business saw rapid expansion due to the coronavirus (COVID-19) epidemic. The web sales of Romanian firms had a significant surge as customers increasingly made online purchases, reaching their highest point during the initial year of the epidemic. The proportion of organisations making sales over the Internet also rose, with establishments like restaurants emphasising online platforms and delivery services. Although the e-commerce sector continues to provide a significant portion of income for enterprises that sell online, the market is being challenged by factors such as the cost of living, inflation rate, and increasing prices. These factors are causing Romanians to cut down on their spending. (Topic: E-commerce in Romania, 2024)

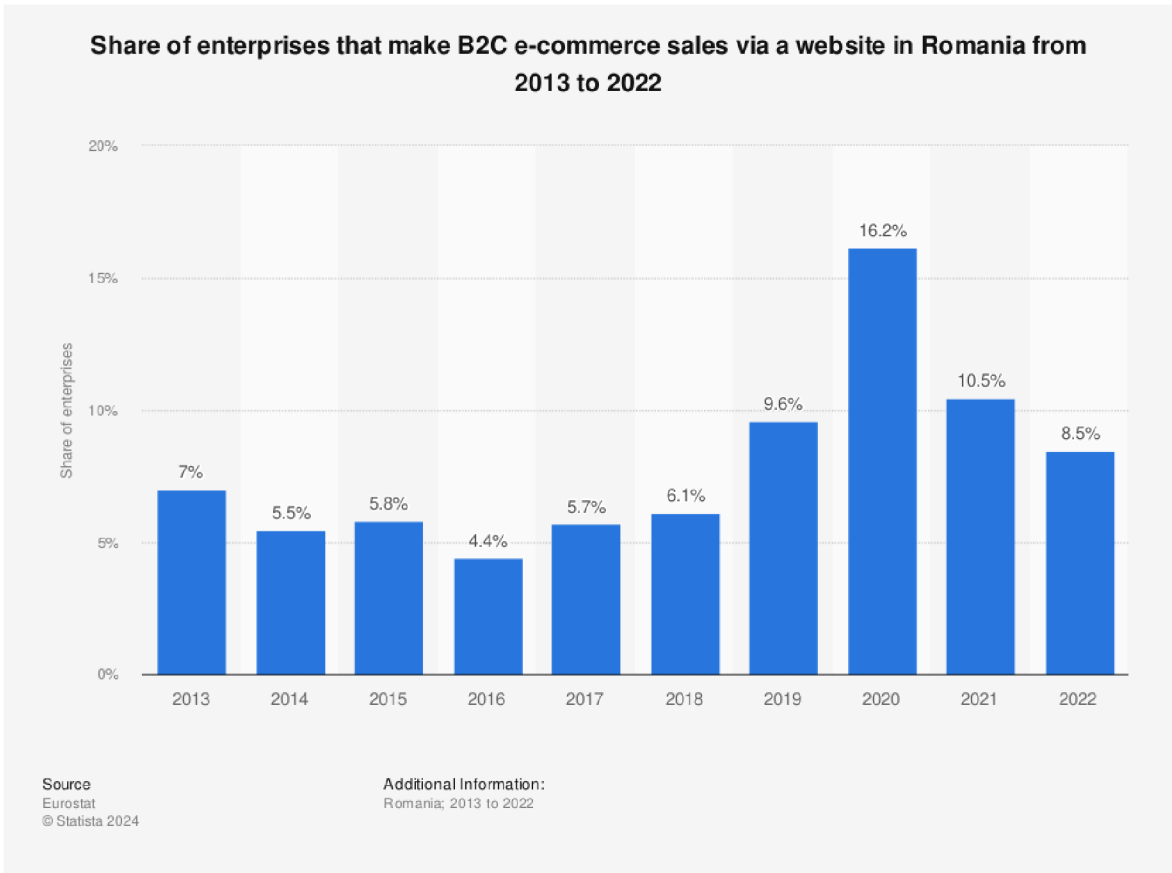
In 2022, around 5% of Romanian firms engaged in B2B (business-to-business) and B2G (business-to-government) e-commerce transactions via a website. The share was somewhat lower compared to the share in the preceding two years, as could be seen in Figure 17. (Eurostat, 2023)



*Figure 17: Share of enterprises that make B2B and B2G e-commerce sales via a website in Romania from 2013 to 2022*  
Source: (Eurostat, 2023)

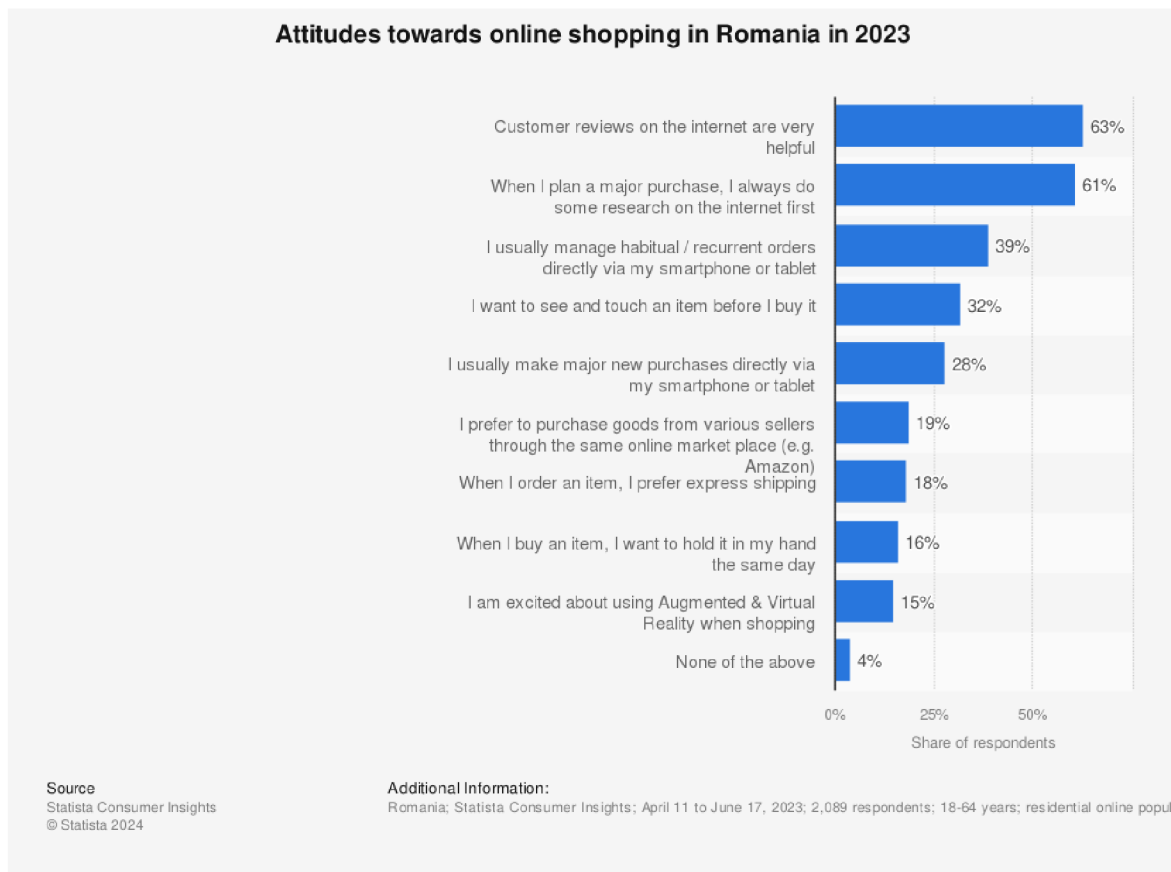
In Figure 18, around 9 % of businesses in Romania engaged in B2C e-commerce transactions via a website in 2022. Online sales reached their highest point in 2020 but thereafter decreased in the following two years. (Eurostat, 2023b)





*Figure 18: Share of enterprises that make B2C e-commerce sales via a website in Romania*  
Source: (Eurostat, 2023b)

In terms of shopping attitudes, consumer reviews are the most important, with a share of about 63%, followed by sufficient product information at 61%, see Figure 19. (Statista, 2023b)



*Figure 19: Attitudes towards online shopping in Romania in 2023*  
Source: (Statista, 2023b)

## 5.2 Slovenia

Tyrolit's entry into the Slovenian market requires a thorough analysis of the country's external factors. This PEST research will thoroughly investigate the Slovenian Political, Economic, Social, and Technological aspects that can have a substantial impact on Tyrolit's online marketing efforts and its competitive position in Slovenia. It will ultimately contribute to Tyrolit's success in establishing a strong online presence and achieving its business objectives within Slovenia. (Britannica, 2024a)

### 5.2.1 Political and Legal Environment

Slovenia was founded in 1991 as a democratic parliamentary republic. The president, who is directly elected for a five-year term, serves as the head of state and is limited

to a maximum of two consecutive terms. The authority and jurisdiction of the President are comparatively restricted. Nataša Pirc Musar is the incumbent President of Slovenia, currently serving her inaugural term from December 2022. Slovenia's foreign policy is dedicated to a principled approach of multilateralism that is rooted in resolving crises through international bodies, adherence to the rule of law, and the pursuit of justice. Slovenia's foreign policy is outlined in the Foreign Policy Strategy, which is considered to be strongly obligatory by political and diplomatic stakeholders. Slovenia is a member of NATO and the EU, as well as the Schengen region and the monetary union. It demonstrates its commitment to the European project by actively supporting the strengthening of collaboration between EU Member States and institutions, with the aim of enhancing their effectiveness. Governments often prioritise ensuring equitable access across member states, promoting open dialogue, and upholding the autonomy of EU countries to pursue their respective domestic policies. Slovenia advocates for enhanced cohesion, optimised use of structural funding, and the establishment of additional mechanisms for European solidarity. (Slovinsko | BusinessInfo.cz, 2023; Britannica, 2024a)

### **5.2.2 Economic environment**

Slovenia's economy is focused on exports, mostly because of its limited domestic market. Nevertheless, the susceptibility of the Slovenian economy to global economic trends and changes in partner markets is a direct consequence of its openness. Slovenian exports are primarily directed towards the EU nations, which constitute over 70% of the total export market for Slovenia. Slovenia ranks 27th globally in terms of GDP per capita and 13th among the EU27 countries. Following a substantial decline in GDP of 4.2% in 2020 due to the COVID-19 epidemic, Slovenia had an unparalleled economic expansion of 8.1% in 2021, marking the highest growth rate ever recorded in the country's history. The upward trajectory may be attributed mostly to the accelerated expansion in private consumption, fixed capital investment, and exports, together with improved labour market conditions. (Slovinsko | BusinessInfo.cz, 2023; Crédit Agricole Group, 2024)

Slovenia has a highly export-driven economy. The automobile and pharmaceutical industries, together with the chemical, electrical, woodworking, furniture, transport,

and logistics industries, have traditionally been the most robust sectors for exports. Prior to the COVID-19 pandemic, tourism had a substantial impact, contributing to more than 40% of the country's services exports and 12% of GDP. However, now, it is one of the most vulnerable industries, particularly convention tourism and air transport, which will require a large amount of time to recover. The Slovenian economy is propelled not just by exports but also by local consumption and investment. The economic policy and investment strategy prioritise industries with high added value, including infrastructure, ecology, energy, information and communication technology (ICT), artificial intelligence, and science and research. Slovenia considers itself a "green" country and hence prioritises environmental conservation by investing in green technology, circular economy initiatives, and sustainable transportation. The commerce conducted with EU Member States represented almost 66% of all trade, with exports accounting for 66.8% and imports accounting for 65.0%. This indicates that the EU is the primary market for Slovenia. However, in recent years, Slovenia has successfully diversified its trade flows to a greater extent. It is worth noting that in 2016, trade with the EU accounted for over 80% of the total trade. Germany, Italy, Austria, France, and Croatia have historically been the predominant commercial partners. (Slovinsko | BusinessInfo.cz, 2023; Crédit Agricole Group, 2024)

### **5.2.3 Socio-cultural environment**

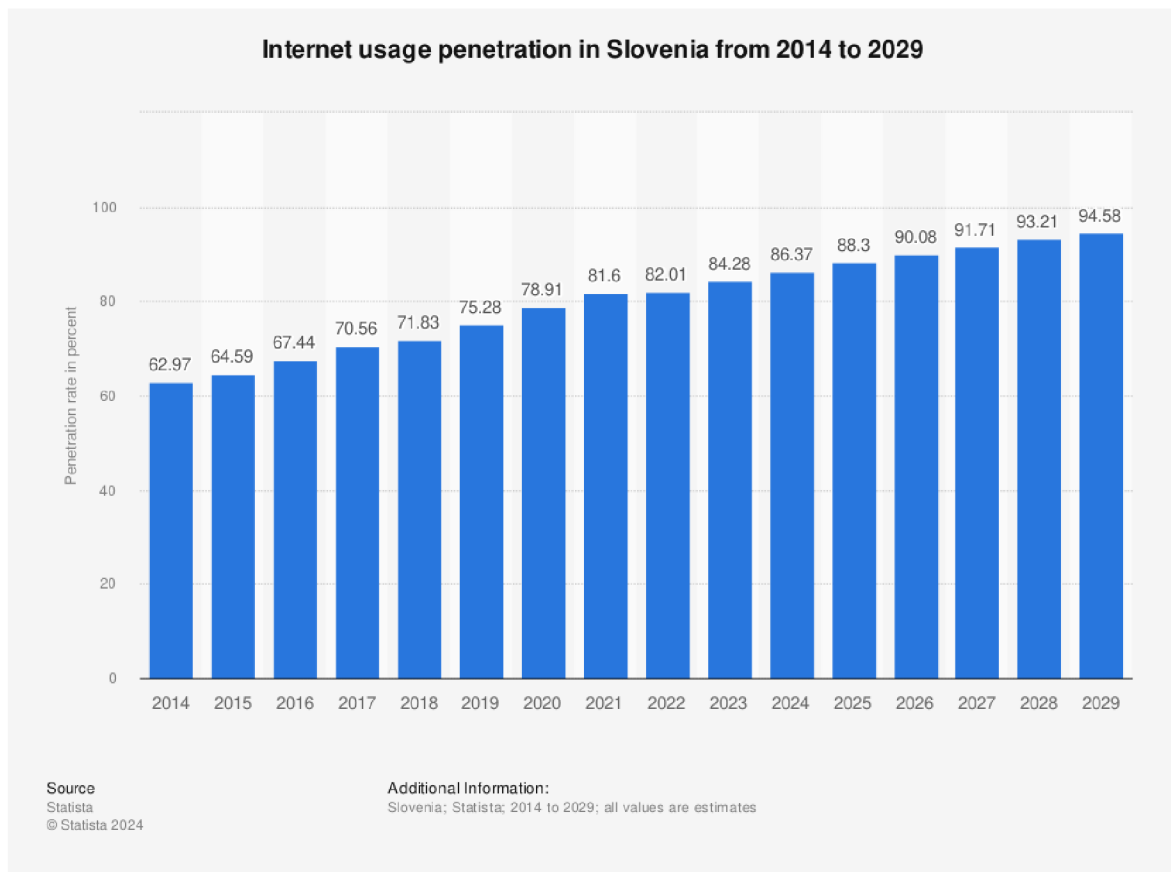
The population of Slovenia on 1 January 2023 was 2,110,547. The population density is 103.9 people per square km. The annual population growth rate is 6.2%. The proportion of individuals aged 0-14 years is 15.1%, the proportion of those aged 15-64 years is 63.8%, and the proportion of individuals aged over 65 years is 21.1%. The population has an average age of 43.8 years. The 2021 census recorded a total of 859,782 households, with an average of 2.41 individuals per household. Simultaneously, Slovenia has a total of 587,448 families, among which 70.2% have at least one kid. The fertility rate is 1.6 offspring per female. The average lifespan for men is 77.8 years, while women have an average lifespan of 83.4 years. In 2021, the proportion of non-natives in the population rose to 8.2%. In the 2021 census, a total of 1,631,363 individuals (83.06%) identified themselves as Slovenian nationals, making it the largest nationality group. (Serbs 1,98 %, Croats 1,81%, Bosnians 1,1%,

Muslims 0,53%, Hungarians 0,32%, Albanians 0,31%, Roma 0,17% of the total population). (Britannica, 2024a)

In 2021, the Roman Catholic population accounted for 57.8% of the total, with a total of 1,135,626 individuals. Protestants made up 0.8% of the population, with 14,736 followers. Islam had 2.4% of the population, with 47,488 followers, while Orthodox/Orthodox Christians accounted for 2.3% of the population, with 45,908 individuals. Out of the population, 199,264 individuals (10.1%) identified as atheists, 307,973 individuals (15.7%) declined to answer the question about their religion, and 68,714 individuals (3.5%) identified as religious but did not belong to any specific church. A total of 28 individuals identified themselves as having Jewish nationality, while 99 individuals identified themselves as practising Judaism. Slovenia has a permissive religious climate and a well-established division between the government and religious institutions. The capital city of Ljubljana is home to a mosque with a minaret, a synagogue, and Orthodox churches, among Catholic and Protestant churches. Church officials collaborated and communicated throughout the COVID-19 epidemic. The National Assembly includes a single Christian party, the NSA, which secured 7.13% of the vote and 7 out of the 90 seats in the most recent elections. It is now a member of the governing coalition. (Slovinsko | BusinessInfo.cz, 2023; Britannica, 2024a)

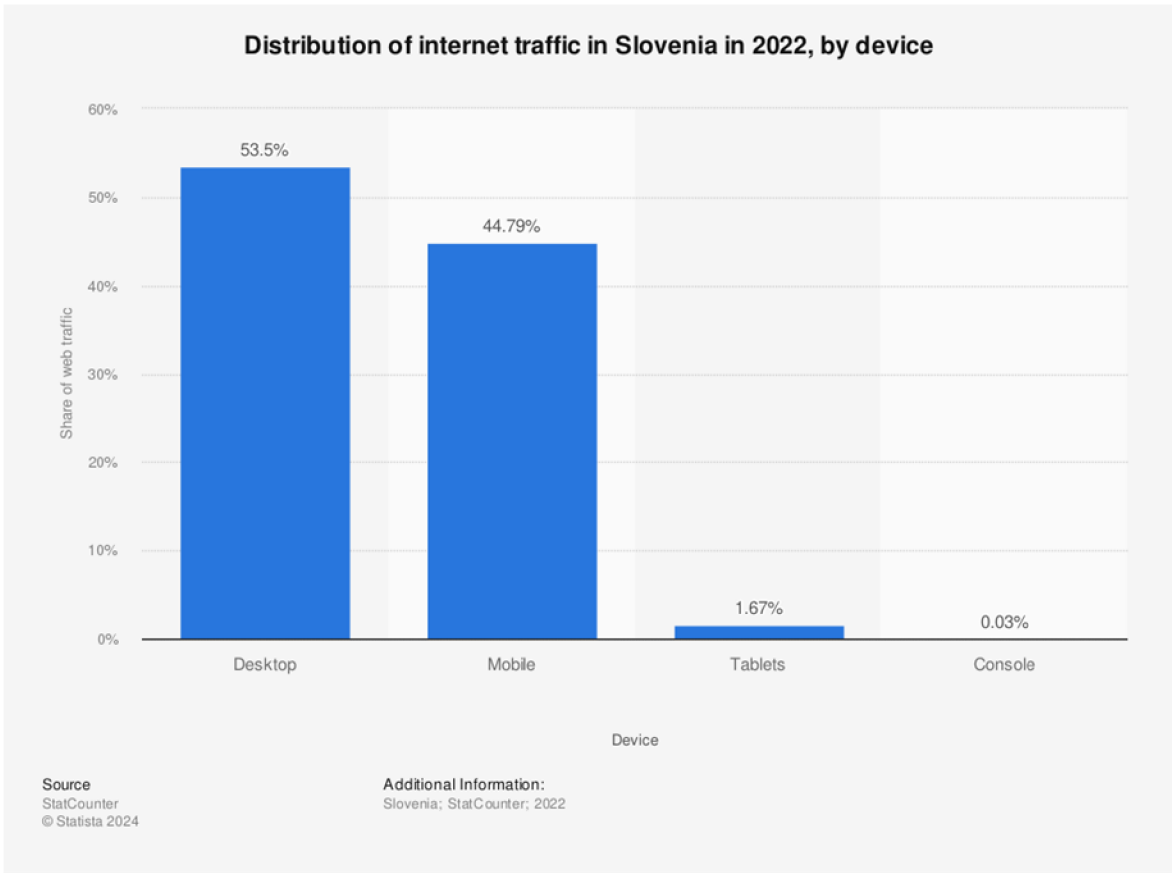
#### **5.2.4 Technological environment: level of online technology for online marketing**

It is projected that the number of homes in Slovenia having internet connectivity will steadily rise by a total of 0.1 million households (+12.2%) from 2024 to 2029. It is projected that there will be around 0.88 million homes in 2029. Significantly, the prevalence of homes with internet connection has been steadily rising in recent years. Between 2024 and 2029, the proportion of the population in Slovenia with an internet connection is projected to steadily rise by a total of 8.2 percentage points. Following fifteen straight years of growth, it is projected that internet penetration will reach 94.58%, marking a new record in 2029, as shown in Figure 20. Significantly, the proportion of the population having an internet connection has been consistently rising in recent years. (Statista, 2023c)



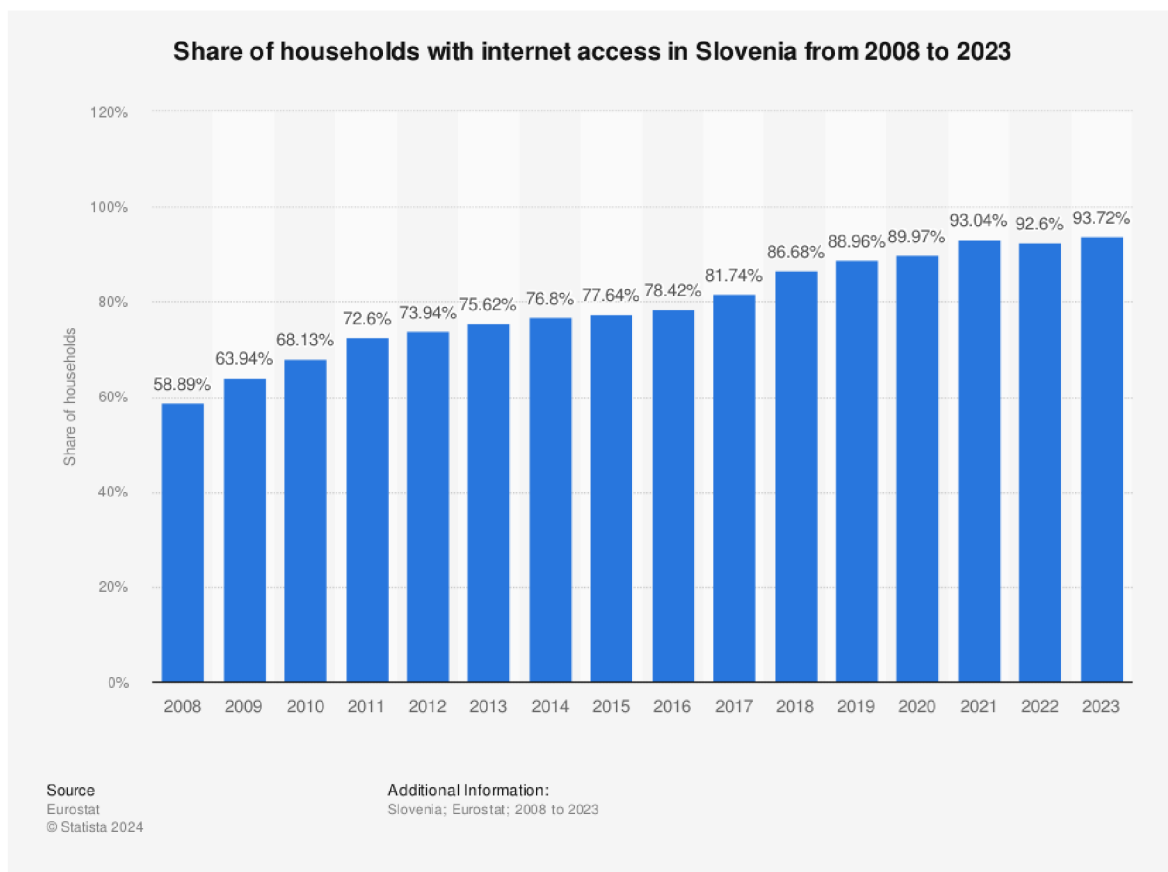
*Figure 20: Internet usage penetration in Slovenia from 2014 to 2029*  
Source: (Statista, 2023c)

Desktop devices constituted around 53 % of the total online pages accessed by web browsers in Slovenia in 2022, as shown in Figure 21. Mobile devices accounted for 44,8 % of online traffic. Mobile connections are often influenced by the significantly changing relief of the Slovenian landscape (high mountains, deep valleys, etc.). (StatCounter, 2023)



*Figure 21: Distribution of Internet traffic in Slovenia in 2022, by device*  
Source: (StatCounter, 2023)

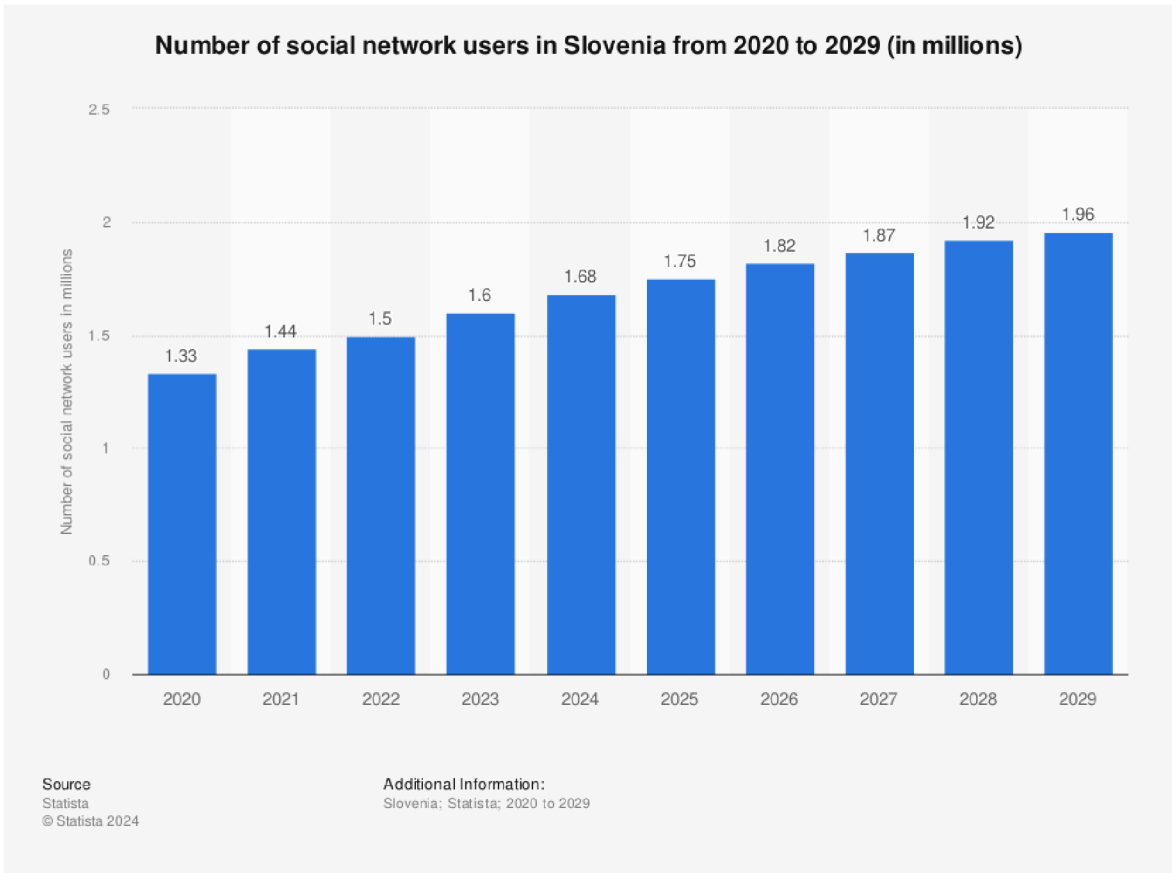
As in Romania, home internet access is important for distributors' DIY and e-commerce platforms. In the coming years, it is expected to slightly increase, as could be seen in Figure 22.



*Figure 22: Share of households with internet access in Slovenia from 2008 to 2023*  
Source: (Eurostat, 2024)

Between 2024 and 2029, the total number of social media users in Slovenia is projected to increase by 0.3 million people, which represents a growth rate of 17.86 per cent. Following nine straight years of growth, the expected number of social media users is projected to reach 1.96 million in 2029, marking a new record high. Significantly, the number of individuals utilising social media has consistently grown in recent years (see Figure 23). (Statista, 2023d)





*Figure 23: Number of social network users in Slovenia from 2020 to 2029*  
Source: (Statista, 2023d)

In December 2023, Slovenia had a total of 1,235,800 Facebook users, representing almost 60 % of its population. 51.4% of them were women, constituting the majority. The greatest demographic of users consisted of individuals between the ages of 25 and 34, totalling 296,900 individuals. The largest disparity between men and women is observed among those aged 18 to 24, with women outnumbering males by 108,800, see Figure 24. (Facebook users in Slovenia - December 2023, 2023)



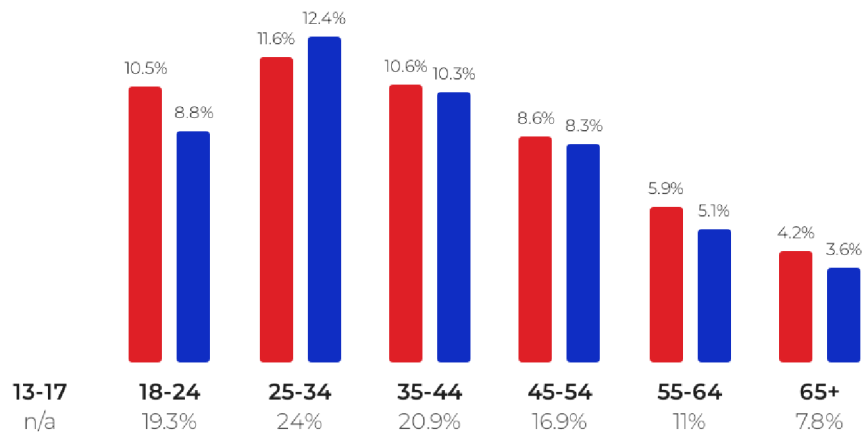
**Facebook users in Slovenia**  
December 2023



**1 235 800**

**51.4%**  
women

**48.6%**  
men



Source: NapoleonCat.com

*Figure 24: Facebook users in Slovenia, December 2023*

Source: (Facebook users in Slovenia - December 2023, 2023)

In December 2023, there were 703,000 Instagram users in Slovenia, accounting for 33.7% of the total population. The majority of them were, again, as in the previous graph, women (53.7%). People aged 25 to 34 made up the largest user group (213 100). The greatest gender disparity occurs among adults aged 18 to 24, where women outnumber males by 89,300, see Figure 25. (Instagram users in Slovenia - December 2023, 2023)



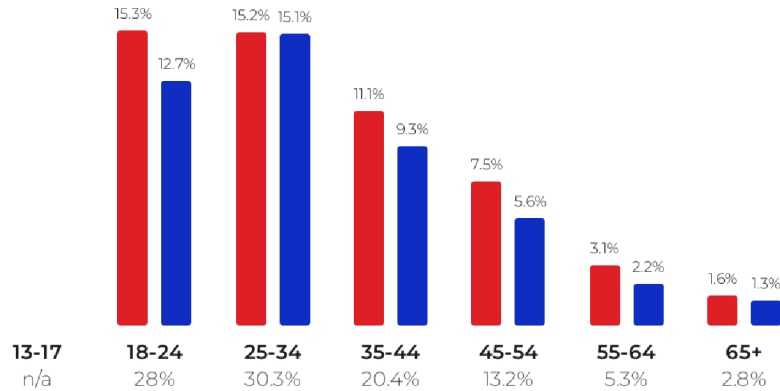
**Instagram users in Slovenia**  
December 2023



**703 000**

**53.7%**  
women

**46.3%**  
men



Source: NapoleonCat.com

*Figure 25: Instagram users in Slovenia, December 2023*  
Source: (Instagram users in Slovenia - December 2023, 2023)

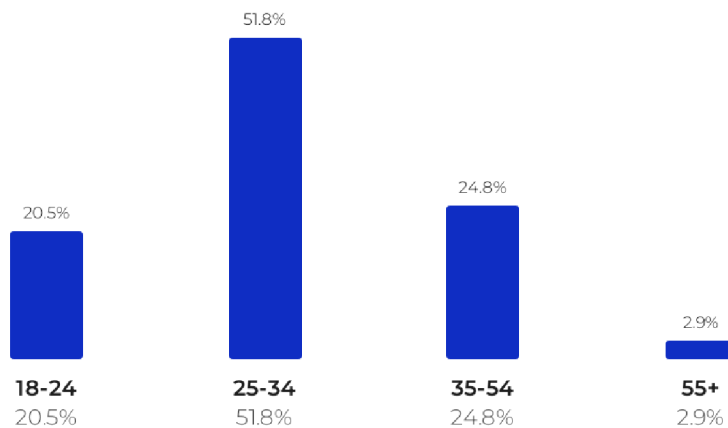
In December 2023, the number of LinkedIn users in Slovenia was 483,000, representing 23.2% of the country's total population. The greatest demographic of users, consisting of 250,000 individuals, was in the age range of 25 to 34, see figure 26. (LinkedIn users in Slovenia - December 2023, 2023)



## LinkedIn users in Slovenia December 2023



 483 000



Source: NapoleonCat.com

Figure 26: LinkedIn users in Slovenia  
Source: (LinkedIn users in Slovenia - December 2023, 2023)

### YouTube users in Slovenia in 2024

According to Google's advertising data, YouTube had a user base of 1.63 million in Slovenia by January 2024. It is crucial to emphasise that these advertising reach metrics may not necessarily correspond to the monthly active user counts. There might be significant disparities between the size of YouTube's ad audience and its overall active user base. Besides, according to the YouTube company's own data, YouTube's advertising coverage in early 2024 was around 76.9 per cent of Slovenia's whole population at the beginning of the year. In January 2024, YouTube advertising was able to reach 83.7% of Slovenia's whole internet user population, irrespective of age. This information provides context and helps to understand the significance of the data. During that period, the female segment of YouTube's advertising viewership

in Slovenia accounted for 49.5%, while the male segment accounted for 50.5%. According to data released by Google's ad planning tools, YouTube's advertising potential in Slovenia declined by 10 thousand (equivalent to -0.6%) from the beginning of 2023 to the beginning of 2024. Simultaneously, the statistics indicate that the number of individuals that advertisers may target with advertisements on YouTube in Slovenia stayed constant from October 2023 to January 2024. (Kemp, 2024b)

### **5.3 Primary data collection**

In today's digital age, a strong online presence is essential. This research dives into Tyrolit's current online marketing strategies in Slovenia and Romania to identify opportunities for improvement and ensure Tyrolit reaches its target audience effectively. Conducting interviews could bring essential insights that will help enhance Tyrolit's online marketing strategies in these selected markets.

The interview is ideal for this research because it allows for in-depth exploration. Unlike surveys, interviews can uncover hidden aspects, tailor questions to specific audiences, and provide a richer understanding of complex topics like online marketing strategies.

The interview with Dipl Ing. Zdeněk Kubíček, General manager of TYROLIT CEE k.s. (Benátky nad Jizerou) and simultaneously regional sales manager for central and Eastern Europe, was driven by the aim to gain the perspective of a person in a management position in the Tyrolit Group who is responsible for the Central and Eastern European territories. The importance of the interview is also given by the more than two decades of experience of Dipl. Ing. Kubicek in Tyrolit structures. A transcript of the entire interview is provided in Appendix A. The insights from the interview were used in the design of the online strategy (for example, microsites) and the analysis of competitors.

Ing. Zdeněk Kubíček's insights highlight Tyrolit's strategic approach to online marketing in Slovenia and Romania, leveraging Google Ads and LinkedIn campaigns to target specific market segments. Despite challenges, such as keyword selection

and market segmentation, Tyrolit remains committed to enhancing its online presence. Collaborating with local partners and focusing on brand awareness offer avenues for growth. Balancing new opportunities with existing partnerships within the Omni Channel framework is crucial for sustained success in these markets.

## **5.4 Competitors analysis**

In today's online marketplace, success hinges not only on a strong individual presence but also on a clear understanding of the competitive landscape. In the online space in selected countries, there are some competitors from the Top 10 global manufacturers of abrasives among which Tyrolit belongs, such as 3M American multinational conglomerate corporation, French global company Compagnie De Saint-Gobain S.A.. De Saint-Gobain S.A. and 3M has its own representation in both countries. Domestic manufacturers Midarom Abrasives SRL of Romania and the Slovenian companies Sara Abrasives and EUROL D.O.O. also play a significant role. (IMARC, 2024)

Saint Gobain has its own subsidiary in Romania, SAINT-GOBAIN ABRASIVES in Satu Mare, 3M has several distributors in Romania such as GAMA ABRASIVI EUROPA SRL in Săcueni, SAINT-GOBAIN GRADBENI IZDELKI d.o.o. in Slovenia and 3M in Ljubljana. Other top 10 companies, such as Dupont or Henkel, operate in these markets mainly by divisions other than the abrasives division, such as the building materials or construction chemicals divisions. (IMARC, 2024)

Despite the direct presence of these manufacturers in the aforementioned markets, the main driving force in the online space is distributors and trading companies, which offer a wider range of products and services to customers. Distributors play an important role not only in the area of sales but also in the area of logistics or storage capacity, the size of which can significantly affect the flexibility of supply from the manufacturing company if the distributor is able to keep a significant part of the range in stock. In this direction, Tyroli still has a reserve.

On the contrary, Tyrolit's competitive advantage is its wide range of products and extensive R&D team, where customers can almost always find a customised solution in cooperation with it.

As regards the DIY sector, it is necessary to mention the fact that none of the above-mentioned important competitors supplies abrasives under their own brand, the optical leader is Bosch, but it is difficult to prove whether this competition does not use brand labelling for cheaper product alternatives.

In Romania, 3M company currently uses Romanian websites, but its social networks are all in English (Facebook, Instagram, YouTube, and LinkedIn). Saint-Gobain in Romania also uses the above-mentioned, but they have all of their social media in the Romanian language. Domestic manufacturer in Romania Midarom Abrasives SRL uses only Facebook social network, which is not very active, but it is also in their native language. On the other hand, in Slovenia, Saint-Gobain uses only Facebook and YouTube, both of which are in the Slovenian language. 3M in Slovenia, according to the availability of the data, uses only web pages in the Slovenian language, and social media (Facebook, Instagram, YouTube, and LinkedIn) are in English. As regards domestic companies, Sara Abrasives uses only their webpages with e-shops in English, EUROL D.O.O. has webpages, Facebook is in Slovenian, and Instagram and Youtube are in English. The amount of use of tools such as PPC or SEO and Email marketing by these competitors cannot be reliably documented. (IMARC, 2024)

## **6 Design of online marketing strategy**

Tyrolit's product range is so broad that it is not possible to formulate a single online strategy for the entire range. The differences between the different segments are quite diametric, with products for the industrial sector, including grinding and cutting wheels for large industrial applications and special applications such as grinding trains and, on the other hand, the segment of small grinding and cutting tools for end users. Between these two segments, there is room for distributors to enable both smaller sales via e-shops and selected sales of, for example, consumables for the woodworking industry, such as grinding belts. For these reasons, it was necessary to divide the online strategy into these three segments. In which the objectives, strategy and implementation are subsequently determined. Tyrolit's overall online strategy should be similar in both Romania and Slovenia, taking into account the size of each market. The markets are different in terms of, for example, types of industry, but this has no major impact on the segmentation in both markets, which remain the same.

### **6.1 Manufacturing Companies in Romania**

The main industry is the automotive sector, represented by the Mioveni and Craiova-based manufacturers Dacia and Ford. More than 600 OEMs are linked to the automotive industry. The second important sector is the production of machine tools, where Romania has one of the largest shares of the machine tool market. The petrochemical industry (Petrom) and the manufacturing of electronics, which has the largest part in Eastern and Central parts of Europe, form an important part of the industry. (Combot, 2024)

The relationship between manufacturers and manufacturing companies is not much influenced by online marketing on social media, and the content of the co-working space is not published very often (emails and personal communications). Some form of support in this industry segment are the already mentioned microsites giving the customer a picture of Tyrolit's specific capabilities.



### **6.1.1 Determining the Objectives**

There are two main objectives of online marketing in Romania's industrial sector.

- a) Penetrating other industries, such as steel or strengthening its position in the wood industry, where Tyrolit is not yet adequately positioned by the end of 2025.
- b) Creating accurate online technical support with fast availability and response from Tyrolit for existing customers by the end of 2024.

### **6.1.2 Marketing strategy**

The currently developed microsite project aimed at a specific industrial group is a very positive step, and in relation to the number of users of each online platform in both countries, it would be appropriate to use a fundamentally identical form of campaign for Facebook and Instagram presentations. In the industrial segment, LinkedIn should aim to reach employees who make decisions about the purchase and application of materials and technologies in a given company (purchaser, technologist, production manager). A large number of major contracts are not handled locally but centrally in Austria. Negotiations take place mostly behind closed doors after initial technical clarifications, and influencing a contract between companies such as Tyroli and Dacia through online marketing is, in principle, unrealistic.

### **6.1.3 Implementation and evaluation of the strategy**

Creation of a timetable for the remaining months until the end of 2024 where the individual steps of the launch of the microsities will be specified so that the final version will be ready by 01.01.2025. The success of the microsite application is measured on three levels: the number of visits to the microsities, the number of new customers brought in this way and sales to new customers over a 1-year period.

## **6.2 Distributors in Romania**

In the Distributor sector, the primary value of achieving maximum market penetration does not appear to be the number of Distributors but rather their focus, scope of operations and sales and logistics strength. Thus, one distributor can achieve better results than if there are several distributors in the same territory. The main idea is to set distributor rules to avoid cannibalisation between firms.

Currently, only the Romanian distributor, Pentagon, has a partially developed e-shop on a B2C basis. The e-shop covers only a limited range of Tyrolit products at the expense of other technical components. The full responsibility for the e-shop presentation should be carried by the distributor and Tyrolit's role should only be supportive and controlling.

### **6.2.1 Determining the Objectives**

The aim is to attract new customers, expand the product range with existing customers and increase awareness of the Tyrolit brand by expanding online communication, for example, about new products not only with existing customers but the entire market. At the current stage, the main objective is to strengthen the position of the existing distributor with maximum support until the end of 2024. If the position could not be strengthened, the market share would not increase, there would be little or no penetration into new sectors, and the overall situation would not change from today; the main task for 2025 would be to find another distributor to strengthen the position of Tyrolit in the whole country.

### **6.2.2 Marketing strategy**

SEO, PPC, email marketing, and the use of social networks should be the basis of the distributor sector's online marketing strategy. The distributor sector provides the widest scope in online marketing as it is very little influenced by buyers (unlike the DIY sector) and is based on local market habits and characteristics, so even the link to the parent company is focused on getting product information rather than coordinating online marketing activities.

It is very important that the distributor should start with the Omni Channel approach, which is strongly recommended, which means that the customer will be able to get the information they are looking for in the same text through several different channels, depending on which channel suits them best. In addition to presenting the information on different channels, it is necessary to link the different channels so that, for example, in the technical information and building the Omni Channel and approach as a whole will be obtained on Facebook, the customer can also find a link to YouTube for the same product, where its application will be demonstrated. Of course, it will take some time to make more product videos, and building the Omni Channel and approach as a whole will be at least a matter of the next year.

Individual channels should use different online marketing strategies with an emphasis on brand promotion.

At least once a month, email marketing should provide customers with a newsletter focused on news, technical product improvements and information from the Tyrolit environment, which would support the perception of the brand.

PPC should not have the status quo, and the keywords could partially change with regard to the company's current interest in promoting this or that given group of products on the market. Therefore, if the distributor is interested in increasing the sales of cutting discs, this keyword should replace, for example, grinding belts. SEO should go in a similar direction.

When using other channels, it is important to take into account that these are largely highly technically advanced products and therefore, for example, the use of influencers compared to the fashion industry or the cosmetics industry would not be appropriate and could rather damage the brand. Nor can the use of individual social networks be identical in any way because while Facebook provides a broad platform for the publication of a wide range of data and, in addition to content, the graphic processing of posts with a focus on the brand is also important, YouTube's dominant feature should be the well-developed visualisation of posts in advance so that appropriately supplemented textual content from other channels. The use of Instagram in this technical area should focus primarily on short posts regarding news but also on events organised by distributors for customers (sports day, breakfast with

a supplier, evening barbecue), thus establishing personal relationships with an emphasis on the Tyrolit brand.

According to the results of the PEST analysis, the number of Facebook users in Romania is the majority, with 11,137,200 users representing 58% of the population. The second place takes Instagram with 5,540,900, representing around 29% of the population, and the third place takes LinkedIn with 4,249,000, representing 22.3% of the population. Despite the fact that Tyrolit is currently focusing on new campaigns through LinkedIn, it should have also focused on Facebook and Instagram, according to the results mentioned above. Data from the PEST analysis show that, for example, on Facebook, the groups of male and female users are approximately equal; the majority of both are in the age group of 25 and 34. Although this is a technically more complex field of abrasives, the gender factor has essentially no influence because, in leading positions, buyer positions are not only men but very often also women.

### **6.2.3 Implementation and evaluation of the strategy**

Determination of the exact time schedule for the processing of video contributions on Youtube and subsequent linking to other channels, the proposal of the annual plan of non-work activities for customers organized by the Tyrolit company, the content breakdown of monthly newsletters and PPC campaigns. Due to the scope and gradual implementation of the individual steps, the relevant evaluation can be carried out no earlier than 9 to 12 months after the start of the work.

## **6.3 DIY Sector in Romania**

Tyrolit is currently not active in the DIY sector in Romania or Slovenia because until now, until the acquisition of the Turkish company Egeli Egesan, it did not have a price-competitive product range. Therefore, for the time being, there is no general strategy for DIY in these markets.

Participation in this sector of the market is important not only from the point of view of increasing the total volume of sales in the given region because the margins achieved with DIY are relatively small, but in this case, it also brings secondary

economic effects, such as the increased volume of production of individual tools, thus the increased purchase of necessary materials for production, which should be more interesting in terms of price due to the increase in volume and be reflected not only in the products supplied to DIY but in all products of the given group.

The ownership structure of individual chains plays an important role in the DIY sector, whereas in the case of domestically owned chains, efforts to penetrate these chains must be concentrated on the domestic purchasing headquarters. In the case of multinational chains, the success of the manufacturer's penetration depends on the success of negotiations with the regional purchasing headquarters, for example, the purchasing headquarters for Central Europe and the Balkans.

### **6.3.1 Determining the Objectives**

The goal is to get Tyrolit products under an alternative brand or a chain brand into two selected DIY chains with the highest sales capacity of abrasives and thereby create positive assumptions both for increasing sales in the given country and for increasing the call impact on the production costs of the given production capacities. In terms of timing, the negotiations with the two selected chains should take place simultaneously so that their demands can be responded to promptly without crossing interests. Negotiations should be concluded by the end of 2024 and deliveries should start in 2025.

### **6.3.2 Marketing strategy**

In contrast to the previous two market sectors, the ability to align one's own online marketing activities with the online marketing activities of the individual chains and their interconnection and continuity plays a very important role here. In practice, this means coordinating sales promotions, leaflet presentations and manufacturer-DIY cross-referencing. In the area of leaflet promotions, whether online or printed, the primary entity is the DIY chain, which determines the focus of each edition, the selection of products and the price for the supplier for their publication. The role of the supplier in this case is rather passive, where it is only after the publication of the promotional material that it can react by cross-linking or publishing the material on its

own website. All these possibilities are usually strictly covered in the purchase contract. Beyond this contract, special promotions can be agreed upon where the proctor for the supplier's creative is greater. Usually, these are one-off promotions of a specific product that is stocked in large quantities at all branches with the condition of returning unsold goods. The basis for success in DIY chains is, therefore, not, as in some other sectors, primarily the selling price, which is determined by the chain itself, but a quality supply contract guaranteeing the supplier the widest possible participation in all marketing activities of the chain, including online marketing.

It is basically unrealistic to penetrate all the chains in a given region and therefore the supplier must set criteria according to which it will gradually approach the chains, for example, the number of hobby markets, ownership structure, share of similar goods in the total assortment, etc. The tables below show some of the required data.

*Table 1: DIY Retail Stores Romania*

<b>DIY retailers</b>	<b>Number of stores</b>	<b>Assortment</b>
Dedeman (100% ownership Romania)	57	grinding blades, grinding sponges, grinding wheels, angle grinder accessories, rotary grinding brushes, diamond grinding and cutting accessories, roughing, cutting and brushing accessories (7 product pages)
Brico Dépôt (Kingfisher) - Longpont-sur-Orge – regional HQ Bucharest	35	grinding sheets, grinding sponges, grinding wheels (3 product pages)
Leroy Merlin (Groupe Adeo) – HQ France, Lille	19	grinding blades, grinding sponges, grinding wheels (diamond and cutting wheels - wide range), accessories (15 product pages)
Hornbach – regional HQ Bornheim, Germany	8	grinding sheets, grinding sponges, grinding wheels (diamond and cutting), sanding brushes (6 product pages)
MatHaus (Arabesque) - (100% ownership Romania)	7	grinding sheets, grinding wheels, grinding brushes, (5 product pages)

Source: own processing based on Dähne Verlag, 2022

In addition to the data shown in the table above, the business spheres of influence of French and German/Austrian companies must also be taken into account. It is quite evident that not only in the DIY sector, countries such as the Czech Republic, Slovakia or Serbia belong to the sphere of influence of German-Austrian groups, while Poland, Hungary, Romania and some other Balkan countries are under francophone influence. For this reason, it would be advisable to focus on the domestic chain Dedeman and the German Hornbach during the initial negotiations. Two chains should be sufficient at least for the first phase, because it would be appropriate to create your own brand labeling for each of them. Supplying multiple chains under the same brand is usually not very successful, as the chains are usually interested in selling the same brand as their competitors.

### **6.3.3 Implementation and evaluation of the strategy**

In the first phase of implementation, it is necessary to analyse the range of abrasives of the two selected chains, consider the availability of the price levels of the selected chains and select the introductory range that will be offered in the initial negotiations. In the second phase, personal negotiations with representatives of the individual chains should come, and part of it should already include agreements on the forms of online marketing activities on which both parties will cooperate and which each party will retain exclusively within its competence. For example, microsites or Facebook groups of the given brand labelling. Evaluation of success can only be started when the goods have been introduced into the chains. Usually, the evaluation period is one calendar year.

## **6.4 Manufacturing Companies Slovenia**

Automotive industry

Slovenia is a major supplier of automotive components to manufacturers from various parts of the world, accounting for 10% of GDP and 20% of exports. (SPIRIT, 2024)

Electrical and electronics

The electrical and electronics industry is the fastest-growing industry in Slovenia, which is reflected in a 50% increase in exports. This sector is gradually becoming more and more focused on e-mobility, smart grids, smart homes, and cities, which are in line with the demands of the times. It is among the strongest in Slovenian manufacturing, with an annual turnover of EUR 5 billion. Electronics manufacturers annually generate less than 850 million euros; they create over 300 million euros of value-added - that is around 37 per cent. This is one of the highest percentages in Europe, on par with Swiss and German electronics industries. (SPIRIT, 2024)

#### Metal processing and machinery

Metal processing and machinery is focused on high-value-added products such as certain highly specialised metal alloys. The metal processing industry, together with machinery manufacturing, is one of Slovenia's leading export industries and plays a crucial role in supporting the automobile industry, which is the nation's most significant exporting industry. Despite its size, Slovenia is an important part of the world markets for the above commodities, and its position is strengthening due to extensive development, innovation and technological progress. (SPIRIT, 2024)

The relationship between manufacturers and manufacturing companies is not influenced much by online marketing on social media, and the content of the co-working space is not published very often (emails and personal communications). Some forms of support in this industry segment are the already mentioned microsites, which give the customer a picture of Tyrolit's specific capabilities. The situation is practically identical like in Romania.

#### **6.4.1 Determining the Objectives**

Unlike Romania, in Slovenia, it would be advisable to focus attention on Electrical and electronics and Metal processing and machinery, where special tools are used in the production process not only for individual operations but also for material types. In this respect, Tyrolit, with its development base, should have a distinct advantage over its competitors. The first step should be to draw up an overview of the importance of the various sectors defined by the volume of production and the added value achieved by September 2024. On this basis, a timetable should be drawn up to



determine which sectors to address in what timeframe, with which tools, during 2025. The timetable should be finalised by 2024. Subsequently, the selected sectors should be approached and negotiations should be initiated to finalise them, which should be expected to take at least six months.

#### **6.4.2 Marketing strategy**

Given the size of the country, the population and the size of the market in Slovenia in particular, LinkedIn should be used to a greater extent, with a focus on purchasing and production managers. Maximise the use of LinkedIn channels and industry-specific microsites.

#### **6.4.3 Implementation and evaluation of the strategy**

Creation of a timetable for the remaining months until the end of 2024, specifying the individual steps for launching the microsites so that the final version will be ready by 1 January 2025. The success of the microsite application is measured on three levels: the number of visits to the microsite, the number of new customers brought in, and sales to new customers over a one-year period. Unlike in Romania, microsites should be narrowly specialised to particular industries, where the priority should not be the breadth of content but its depth.

### **6.5 Distributors in Slovenia**

In contrast to Romania, the assortment composition should be focused more on smaller grinding and cutting tools specialised for work in the electrotechnical and electronic industry, which are the backbone of the Slovenian economy's exports. The Slovenian distributor, Tiross, currently has only an online enquiry system, which does not contain any information on prices or product availability.

### **6.5.1 Determining the Objectives**

The goal is to acquire new customers, just like in other regions, but in Slovenia, due to the size of the country and the number of inhabitants, it is not possible to take the size of a potential partner company as a determining factor, even the companies are mostly smaller, family-owned and the economic results achieved by them should be the determining point of view. Some small firms achieve very high added value, thus equaling the sales volumes of some of their competitors without any problem. By the end of 2024, it would be advisable to approach at least five new customers in this sector to evaluate the success of negotiations with them and, on this basis, set the main objectives, methods and procedures for 2025.

### **6.5.2 Marketing strategy**

Online marketing, in combination with face-to-face meetings, should form the backbone of marketing activities within Slovenia.

Compared to Romania, PPC campaigns, SEO, email marketing, and the use of social networks should be more focused on elaborate details relevant to individual groups of customers, whose needs are significantly different in many cases due to Slovenia's production potential. Although at first glance it might seem that electrical engineering and electronics could have almost identical requirements for tools and technological equipment for their production processes, this is far from the case and, for example, the electrotechnical production of knife fuses (ETI Izlake) has completely different requirements for grinding materials in compared to some of the manufacturers of electronic components. Therefore, if online marketing does not properly address the needs of the industry, its use can become counterproductive.

For this reason, it is most important to devote maximum effort to the preparatory part of online marketing activities so that it is possible to accurately identify target groups and subordinate individual online channels to this, to set the frequency of posts depending on the content of news and information about the succession of new product lines to at least one post per month at Facebook, for updates on at least 3 to 4 posts per month on Instagram, content of posts, scope of PPC and SEO, PPC content should change every 6-8 weeks and continuously evaluate the results. Each

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page of the site should have different SEO labels to include what is on that page. In no case do not copy the same labels on multiple pages. SEO, unlike PPC, should be used for long-term strategies. E-mail marketing should be precisely targeted at individual target groups using data from LinkedIn to reach the right people; sending outreach e-mails should be based on current innovations, availability of new technical documents, material changes, etc. According to the results of the PEST analysis, is the most Facebook user in Slovenia - 1,235,800 users, representing 60% of the population; second is Instagram with 703,000 users, representing approximately 33% of the population, and the third is LinkedIn with 483,000 users; representing 23% population. Although Tyrolit is currently focusing on new campaigns through the LinkedIn network, according to the above results, it should have also focused its online marketing activities on Facebook and Instagram.

### **6.5.3 Implementation and evaluation of the strategy**

Creation of an overview of potential user industrial groups and gradual processing of material in written and visual form for each group separately. There is no need to wait for material processing for all groups, but it is more than convenient to immediately apply materials as soon as they are ready for one selected industrial group. It can be assumed that the content of the online strategy should be more detail-focused on product technical support rather than just general brand support. It should be possible to evaluate the results due to the low number of specialised potential customers and the relatively clear final output when the customer has decided or not after subsequent personal negotiations to start or not to start the cooperation within 3-4 months time.

## **6.6 DIY sector in Slovenia**

Tyrolit is currently not active in the DIY sector in Slovenia because until now, until the acquisition of the Turkish company Egeli Egesan, it did not have a price-competitive product range and therefore, for the time being, it does not even have a general strategy for DIY in these markets, the same like in Romania.

### 6.6.1 Determining the Objectives

Considering the size of the Slovenian DIY market, it could be considered a success to get into at least one chain.

### 6.6.2 Marketing strategy

It is basically unrealistic to penetrate more chains in a given region, and therefore, the supplier must set criteria according to which it will gradually approach the chains, for example, the number of hobby markets, ownership structure, the share of similar goods in the total assortment, etc. The tables below show some of the required data.

*Table 2: DIY Retail Stores Slovenia*

<b>DIY retail stores</b>	<b>Number of stores</b>	<b>Assortment</b>
Topdom (100% ownership Slovenia)	36	1 product
Merkur (100% ownership Slovenia)	24	saw blades, angle grinders (1 page)
Obi (regional office at the local level)	8	grinding brushes, grinding wheels, angle grinders, grinding papers (498 products) – (8 pages)
Bauhaus (regional office at the local level)	3	Angle grinders (6 pages), grinding papers, grinding wheels (2 pages)

Source: own processing based on Dähne Verlag, 2022b

From this data, it follows that the OBI chain appears to be the most optimal DIY partner, and in case of unsuccessful negotiations with him, the Bauhaus chain. The use of online marketing channels can be assumed to be strongly influenced by the central European online marketing policy of OBI/Bauhaus. Under similar conditions as in other European countries, for example in the Czech Republic.

The online use of chain marketing actions, cross-links from microsites to pages or advertising and back comes into consideration. National e-mail campaigns focused on individual products that are currently on sale in the chain. Any use of Youtube must

be fully coordinated for the given product range from the chain's presentation philosophy (for example, OBI - beaver).

### **6.6.3 Implementation and evaluation of the strategy**

Just like in Romania, in the first phase of implementation, it is necessary to analyse the range of abrasives of the selected chain, consider the availability of the price levels and select the introductory range that will be offered in the initial negotiations. In the second phase, personal negotiations with representatives of the selected chain should come, and part of it should already include agreements on the forms of online marketing activities on which both parties will cooperate and which each party will retain exclusively within its competence. For example, microsites or Facebook groups of the given brand labelling. Evaluation of success can only be started when the goods have been introduced into the chain. Usually, the evaluation period is one calendar year.

## 7 Conclusion

The aim of this thesis was to use knowledge from the field of online marketing to design online marketing solutions for the Austrian company Tyrolit in selected countries, Romania and Slovenia, and thus provide the basis for an effective online marketing strategy for Tyrolit in these markets.

The work aimed to answer the following research questions: How digitally prepared are the selected countries, and are online channels available for them?

The data show that the digital readiness of selected countries corresponds to European standards and does not create any obstacle to the application of the full range of online marketing methods.

How are selected markets segmented, and what online strategies can be used in individual market sectors?

Both markets can be segmented in the same way into the manufacturing companies, distributors, and DIY sector. The text elaborates on the individual variants of online marketing in these three sectors and highlights the differences between them.

The width and quality of Tyrolit's product range allow for the full use of all online marketing tools. The proportion of these, including the amount of money spent, should be based not only on the company's business interests in the region but, above all, on the proportion of Tyrolit's production volume as a whole and, in particular, the profitability of individual types of grinding tools.

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# Appendix A Interview

Interview Guideline for Tyrolit Market Research

Interviewer: Bc. Nikola Hořejšová

Interviewee: Dipl. Ing. Zdeněk Kubíček

Date: 23.03.2024

Time: 9:00

Location: online

Purpose: To gain insights into Tyrolit's current online marketing strategies in Slovenia and Romania, identify opportunities for improvement, and develop recommendations for optimising online marketing efforts in these markets.

## Interview Agenda:

### I. Introduction

In pursuit of delving deeper into the intricate dynamics of the online marketing environment within selected countries, I had the privilege of interviewing Ing. Zdeněk Kubíček, the General Manager of TYROLIT CEE k.s. Nestled in the heart of Benátky nad Jizerou, TYROLIT CEE k.s. stands as a beacon of industrial prowess, overseeing not only its production capacities but also those of CARBORUNDUM ELECTRITE a.s. and ISARIA SHELF, s.r.o. With over 25 years of invaluable experience within the industry, Ing. Zdeněk Kubíček brings a wealth of knowledge garnered through the years, working alongside his predecessors and navigating the ever-evolving structures of Tyrolit. His insights promise to illuminate the online marketing landscape, offering invaluable perspectives derived from his extensive tenure within the field.

### II. Current Online Marketing Strategies

**What online marketing channels (e.g., social media, search engine advertising, email marketing) does Tyrolit currently use in these markets?**

Interviewee: TYROLIT is currently starting to use Google ads and LinkedIn campaigns in Eastern Europe to target selected market groups.

A "microsite" is always created for a given campaign with targeted content for that campaign.

**How does Tyrolit measure the success of its online marketing campaigns in Slovenia and Romania?**

Interviewee:

Success is measured at three levels.

- 1) Number of visits to microsites
- 2) The number of customers who request to be contacted by TYROLIT via the microsite (these requests are automatically routed to the CRM system as new Leads from that particular campaign)
- 3) Sales to new customers over a period of 1 year.

**What are some of the challenges Tyrolit faces in conducting online marketing in these markets?**

Interviewee: Choosing the most relevant keywords in a given language to have a good "hit rate". Choosing a suitable market segment large enough to target for each campaign.

**III. Target Audience and Market Analysis**

**How does Tyrolit define its target audience in Slovenia and Romania?**

Interviewee: Firstly, according to the target industry sector we want to reach. And then on social media reaching out by job title. The important contacts for us are purchasing, technology, and manufacturing.

**How does Tyrolit's current online marketing presence align with the preferences and needs of its target audience in these markets?**

Interviewee: Since we are starting with these activities, we are gaining experience. I do not have a specific survey of the preferences of the segment. We are providing online activities as one of the ways to make us more visible and give customers the opportunity to reach us as part of the "Omni Channel approach".

**IV. Competitor Analysis**

**Who are Tyrolit's main competitors in the online marketing space in Slovenia and Romania?**

Interviewee: Some multinational players in our industry are partly active in the online space. However, the main drivers in the online space are distributors and trading companies that offer a wider range of products and services to customers.

**How does Tyrolit analyze and evaluate the online marketing strategies of its competitors?**

Interviewee: These analyses are handled by the central Digital business department and the results form the overall strategy for TYROLIT worldwide.

**What are Tyrolit's competitive advantages and disadvantages in the online marketing landscape in these markets?**

Interviewee: The advantage is a relatively wide range of products/solutions for customers due to our great specialization and large R&D team. Therefore, customers are usually able to find solutions for their specific needs together with us.

As we do not have local warehouses in the regions, I see the disadvantage as a lower level of flexibility and efficiency in delivering to customers. However, we are able to

eliminate this disadvantage by redirecting the customer to our local partners after designing a suitable product/solution.

## **V. Opportunities and Recommendations**

### **What are the key opportunities for Tyrolit to improve its online marketing strategies in Slovenia and Romania?**

Interviewee: Getting new opportunities and new customers. We also expect to increase brand awareness and more proactive communication of news, promotions, etc., to the whole market and not just our existing customers.

### **What are some potential risks or challenges that Tyrolit should consider when implementing new online marketing strategies?**

Interviewee: It is important that the online strategy is properly implemented within the existing market activities and fits into the "Omni Channel" concept. The risk of cannibalising the B2C activities of existing local partners must be avoided. It is essential that online activities become a source of new opportunities, which, together with local partners, will develop TYROLIT's market position.

## **VI. Conclusion**

Thank the you for your valuable insights.