VYSOKÁ ŠKOLA EKONOMIE A MANAGEMENTU

Nárožní 2600/9a, 158 00 Praha 5

MASTER THESIS

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TITLE OF THESIS
Social media marketing strategy for the selected organization

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STUDENT DECLARATION
By submitting this thesis, I declare that I have independently prepared the thesis on the above topic and that I have used only the literary sources mentioned in the thesis to prepare this thesis. I am aware of the fact that this thesis will be subject to the provisions of Section 47b of Act No. I agree to this, that such publication will take place regardless of the outcome of the thesis defence. I declare that the information I have used in the thesis has been obtained from legal sources, i.e. in particular that it is not a matter of state, official or commercial secrecy or other confidential information, the use of which in the thesis or its subsequent publication in connection with the intended public presentation of the thesis, I do not have the necessary authorization. Date and place: 01. 05. 2024, Prague

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SUMMARY
1.   Main objective:
The objective of this thesis is to analyze, develop and evaluate the social media marketing strategy for a specific organisation in the sector of construction equipment. The thesis aims to understand and improve the company's brand visibility and customer engagement by creating and applying a tailored digital marketing strategy for its social media platforms.
2.   Research methods:
This thesis uses a mix of qualitative and quantitative research methods to provide an analysis of the social media marketing strategy employed by a major construction equipment company. The thesis analyses academic literature and a thorough interview with the company's digital marketing manage to gain insights into the strategic choices and challenges in digital campaigns in the sector and of the specific company and applies in-depth survey insights from its dealers across the EMEA region, gathering data to evaluate the effectiveness and reception of its current strategy. Furthermore, the thesis strengthens its analysis by using internal materials provided by the company such as digital marketing reviews and brand guidelines.
3.   Result of research:
The result of the research is the finding of several factors of Bobcat's social media marketing strategies and areas that require improvement. The thesis finds that Bobcat has a significant gap in using advanced digital marketing techniques which can improve their brand visibility and customer engagement. Furthermore, the research shows inconsistencies in the content planning and posting frequencies that are required for maintaining a continuous online presence. It also finds that a considerable number of Bobcat's dealers do not have the desired digital marketing skills, which decreases their effective usage of social media platforms for outreach and sales. These insights show that Bobcat's EMEA region requires a revisit considering its social media presence approach and its digital marketing practices, to optimize these across the entire region.
4.   Conclusions and recommendation:
This thesis recommends that Bobcat EMEA should focus on improving its digital marketing effectiveness by balancing brand building with sales activation through optimizing the content strategies across all platforms and ensuring that all dealers are up to the required standards. The thesis recommends this due to the importance of consistency and quality for customer engagement. Strategies that would improve this are the allocation of marketing efforts and budget more efficiently between brand loyalty and sales conversion efforts. Moreover, it is important to focus on storytelling to emotionally connect with the customers and increase its interaction on social media to strengthen community engagement. Additionally, it should consider using modern digital tools like Augmented Reality and Virtual Reality on digital platforms and at tradeshows. These efforts should be complemented by strategic use of the modern platforms such as TikTok to engage younger demographics and keep up to date with modern digital marketing trends. Furthermore, ensuring a stronger support program for the dealers considering their social media presence is vital. In conclusion, even though Bobcat maintains a steady online presence, areas for improvement are highlighted by this thesis, which, if implemented correctly, could improve Bobcat's digital media presence and optimize its digital capabilities.

KEYWORDS
Social media, social media marketing, online marketing strategy, engagement rate.

JEL CLASSIFICATION
M31 – Marketing M37 – Advertising

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FINAL THESIS ASSIGNMENT

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References: (at least 4 sources)	• BENDLE, N. et al. Marketing metrics: the manager's guide to measuring marketing performance. Fourth edition. Boston: Pearson, 2021. 512 p. ISBN 978-0-13-671713-3 • BUREŠOVÁ, J. Online marketing: od webových stránek k sociálním sítím. Praha: Grada Publishing, 2022. 288 s. ISBN 978-80-271-1680-5. • KINGSNORTH, S. Strategie digitálního marketingu. Brno: Lingea, 2022. 384 s. ISBN 978-80-7508-714-0. • LOSEKOOT, M., VYHNÁNKOVÁ, E. Jak na sítě. Brno: Jan Melvil Publishing, 2019. 328 s. ISBN 978-80-7555084-2.
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List of abbreviations

AI	Artificial intelligence
AR	Augmented reality
B2B	Business-to-business
B2C	Business-to-customer
CRM	Customer relationship management
CTR	Click through rate
EMEA	Europe, Middle East, Africa
GDN	Google Display Network
KPI	Key performance indicator
ROI	Return on investment
SEM	Search engine marketing
SEO	Search engine optimization
UGC	User-generated content
VR	Virtual reality
VTR	View through rate

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1 Introduction

In today's digital era, social media has evolved from a platform for merely personal interaction to an important tool used by companies for their digital marketing efforts. This transformation is due to the response to the changing landscape of customer behaviour that requires companies to keep up with the trends and ensure that their marketing mix includes elements from the online environment. While some companies adapt to this change in a natural, successful way, it is not so for every company till this day. This is usually due to the complex nature of social media marketing, making it difficult for some companies to adapt to the ever-changing nature of the digital sphere. This thesis explores the complex environment of social media and analyses the social media strategy of a specific company Doosan Bobcat EMEA s.r.o. (further referred to as Bobcat) to understand and explain the current digital marketing landscape. This work focuses on the ability of social media to enhance brand visibility, improve customer engagement, and bring growth to the company.

Social media marketing is vastly different from the traditional marketing channels. There are fundamental differences in its reach, targeting capabilities and its ability for real-time interaction, compared to traditional media advertisement, for example through posters or television commercials. The platforms allow busineses to directly engage with their customers and personalize the marketing, based on targeting capabilities. The company can find out who their audience and customers are, what are their interests and their preferences. Once finding out this information, the aim is to optimize online compaigns by specifically targetting their set target audience for optimal results. That significantly improves customer relations, deepends customer relations and creates more value and loyalty for the customer towards the brand. This means that the strategic use of social media is of extreme importance. Especially as consumers switch their needs and want increasingly, and market dynamics are more volatile, this type of targeting and understanding of the customer is essential to keep up in the competitive environment.

Social media is a dual-purpose tool that supports both the brand building and direct sales initiatives. This thesis explores the balance that businesses must find between these two objectives to ensure it uses social media as effectively as possible and gets the maximum return on investments (ROI) for their marketing initiatives. Consequently, the potential of social media to influence and gather new customers is vital, and thus requires a deep understanding of how it can be leveraged.

This thesis aims to identify Bobcat's digital media practices, and to develop and evaluate an online marketing strategy based on the insights. The focus is on understanding and improving the company's brand visibility and customer engagement by creating and applying a tailored digital marketing strategy for its social media platforms. It further explores the effectiveness of the status quo in its strategies and practices and analyses them in light of contemporary literature and practices. Based on these, the thesis finds points of success, shortcomings, and improvement, and makes recommendations based on alternative practice, literature, and strategy to optimize Bobcat's social media presence and digital integration of its products. To achieve this goal, the thesis follows the following structure.

In the theoretical part of this thesis, the contemporary academic literature sets a stable foundation for the thesis, as various practices and strategies are listed. This section focuses on the realm of online marketing, social media, and diverse marketing strategies that can be leveraged on the unique social media platforms, which are also thoroughly described. In this part, the methodology is described in a detailed manner, showcasing the approached of a mixed-methods research, combining and interview and survey with marketing professionals, in form of Bobcat employees and Bobcat dealers from the EMEA region.

Furthermore, the data collection and analysis technique is further described. This methodology facilitates a comprehensive examination of the strategic intent versus the practical execution of social media marketing.

Moving on to the practical, analytical part, the authors describes the characteristics of the selected company, exploring the background, as well as the business and product offering. Further, the current digital marketing strategy is examined to show the potential gaps and areas for improvement. The competitive landscape is analysed by researching five key competitors of Bobcat, who are also active on social media and are showing some differences to the efforts of Bobcat in the EMEA region. The interview with the digital marketing manager adds crucial, in-depth insights into digital world of Bobcat, offering further understanding of the company's strategy and activities. A survey with the Bobcat dealers conducted and further analyzed, encovering more information from the "field", gathering feedback on Bobcats efforts on social media platforms, as well as a review of dealer's online activities. Furthermore, based on the authors recommendations from the gathered research insights, an online marketing strategy is set up for the material handling industry trade show LogiMAT 2024. A detailed content plan is created, executed and evaluated after the event. Finally, in the last section of the thesis, the detailed recommendations for the organization are portrayed, mapping out the gaps in the company's efforts and bringing suggestions for improvement to maximize the potential of Bobcat's social media activities.

In conclusion, this thesis provides a strategic foundation for integrating advanced marketing techniques into the operational frameworks of businesses, particularly those within the construction equipment industry. By offering both theoretical insights and actionable strategies, this study aims to enrich the academic understanding of social media marketing and guide practical enhancements in the marketing approaches of modern businesses, navigating the complexities of an increasingly digital global marketplace.

2 Theoretical-methodological part

The theoretical-methodological part of this thesis establishes a foundation of the academic literature on the topic of social media marketing strategies. This section is structured into six key chapter, each of them addressing main aspects of online marketing and social media marketing strategies.

The first chapter describes the realm of online marketing, focusing on the transformation from traditional to digital marketing. It further mentions the current important role of artificial intelligence (AI), examining how the new AI technologies are changing the world of digital marketing practices.

Moving forward, the second chapter dives deeper in the topic of social networks, describing the Metaverse and the other key platforms. It mentiones the unique features and user demographics of these major social platforms and their impact on digital interaction and engagement with the audience.

The third chapter focuses on the marketing communication topics within social media networks. It describes the effective engagement strategies leverage on these platforms, emphasizing the importance of compelling content creation and storytelling techniques in capturing audience attention and fostering brand loyalty. It further discovers how building a brand identity works in the digital sphere.

The next chapter describes the various online marketing strategies which are made to use the opportunities offered by the social media platforms. It illustrates various approaches for maximizing brand visibility, enhancing customer engagement, and driving conversion rates in the digital marketplace.

The fifth chapter shifts its focus to performance evaluation, laying out different methodologies for data collection and analysis essential for assessing the effectiveness of online marketing efforts. It introduces benchmarking techniques and goal-setting frameworks to measure success metrics and outlines the implementation of A/B testing methodologies to optimize campaign performance.

Finally, the last, sixth chapter explains in detail the methodology employed in this study. It discusses the research methods and techniques utilized to investigate the social media marketing strategies of the selected company, providing insights into the process of data collection, analysis, and interpretation.

Through this theoretical foundation, this thesis aims to provide a comprehensive understanding of the dynamics of online marketing and social media strategies. It sets the foundation for the subsequent practical part.

2.1 Online Marketing

This chapter describes the impact of digital transformation on marketing strategies, highlighting how traditional practices are evolving to accommodate the digital-centric interactions of today's world and market. It focuses on the strategic integration of advanced digital tools, which have changed the way businesses can engage with consumers into a real-time interaction. This discussion sets the stage for understanding how digital marketing reshapes the ways businesses communicate and connect with their customers, making marketing efforts more responsive and data driven.

Digital transformation has impacted the traditional marketing practices and has started the shift from traditional to digital-centric marketing practices. This transformation has not only evolved how marketing operates but has majorly changed market interactions worldwide. Gillpatrick (2019) states that by focusing on the digital landscape, businesses are now emphasizing the consumer value chain and fostering innovative marketing strategies that respond to the dynamic needs of consumers and the competitive market. The author mentions the critical role of digital platforms in developing consumer engagement strategies, which have shifted from broad targeting to a more refined and consumer-focused approach. The same source further highlights the vital impact of digital technologies that enable businesses to gain new insights for innovation and reshape marketing strategies to prioritize digital engagement in consumer interactions.

Koo et al. (2022) highlight that advancements in digital technologies, such as artificial intelligence, machine learning, and big data, have significantly expanded digital marketing practices. The authors mention that these technologies have equipped marketers with the tools to analyze consumer needs with great accuracy, making it possible to optimize the product positioning and enhance customer satisfaction. The authors further describe that the ability to analyze extensive datasets has led to the creation of highly targeted marketing strategies that adapt to consumer feedback and online behavior. The same sources emphasizes how these innovations have reshaped the marketing landscape, as they foster strategies that are not only more effective but also adaptable, allowing brands to swiftly respond to changing market dynamics.

Furthermore, the COVID-19 pandemic accelerated digital transformation, underscoring the importance of digital readiness in the current business landscape. Ceocea et al. (2022) state that this period has highlighted the shift in consumer behavior towards online platforms, necessitating the adoption of innovative technologies for improved marketing efficiency and strategic systematization. Ceocea et al. (2022) discuss the pandemic's impact on consumer behavior, pointing out the need for adaptable marketing strategies that are flexible around the evolving consumer preferences. The authors mention that the pandemic has prompted a reevaluation of segmentation strategies, encouraging marketers to utilize digital tools and analytics for a deeper understanding of consumer segments and to develop personalized marketing communications.

Dash and Chakraborty (2021) emphasize that digital marketing represents a significant departure from traditional marketing practices. It incorporates strategies such as search engine marketing (SEM), search engine optimization (SEO), display advertising, and customer relationship management (CRM) (Dash and Chakraborty, 2021). Central to digital marketing is its focus on crafting engaging, personalized content that resonates with the target audience, moving more towards more direct and interactive forms of communication, effectively bridging the gap between brands and their consumers. Dash and Chakraborty (2021) highlight how digital marketing, in contrast to traditional marketing's broad and less targeted approaches, significantly enhances customer satisfaction and influences purchase intentions. The authors state that this is primarily because digital marketing provides customized experiences that allow for interactive and immediate feedback, something that traditional methods often lack. This tailored approach helps companies connect more effectively with their audience, ensuring that marketing efforts are not only seen but are also impactful.

Burešová (2022) discusses the transformative impact of digital technologies on marketing, particularly emphasizing the shift from static websites to dynamic social media platforms that enable real-time engagement and sophisticated data analysis. Burešová (2022) mentions that this evolution highlights the advantages of leveraging data analytics for precise targeting and segmentation, a significant advancement over traditional marketing's broad demographic

approaches. The inherent data-driven nature of digital marketing allows for the continuous refinement of strategies, enhancing both efficiency and effectiveness (Burešová, 2022). Further exploring the integration of technology in marketing, Dash and Chakraborty (2021) argue that digital marketing's use of technology extends well beyond promotional efforts to encompass all facets of marketing, including customer discovery and engagement. They note that technologies such as artificial intelligence and machine learning are pivotal in enabling predictive analytics and personalized customer interactions, aspects that are generally absent in traditional marketing frameworks.

Moreover, Burešová (2022) observes that social networks have become indispensable in online marketing, providing platforms for unprecedented interactions between brands and consumers. This integration of technology fosters a more cohesive and responsive marketing ecosystem, capable of swiftly adapting to consumer trends and preferences. These insights illustrate how digital marketing, has redefined the landscape of consumer engagement and marketing strategy.

2.1.1 The role of Artificial Intelligence

In their insightful discussion on Artificial Intelligence (AI), Koo et al. (2022) examine how AI-driven digital transformation has significantly reshaped consumer behaviors and expectations. This technological shift has created a digital ecosystem where personalized customer experiences have become standard, as contrast to the past. The authors underline the necessity for marketers to grasp these changes fully to engage effectively with today's digital-savvy consumers. They emphasize that AI-driven analytics and customer interaction platforms are crucial for marketers striving to navigate these new areas successfully.

Adding to this narrative, Alexander (2023) characterizes the impact of AI on marketing as both transformative and revolutionary. He points out that AI provides businesses with unparalleled abilities to decipher and anticipate customer behaviors. Alexander (2023) stresses that the strength of AI lies in its capacity to convert large datasets into actionable insights, which pave the way for more precise and impactful marketing strategies. He particularly notes the sophistication of AI tools in data analysis and customer segmentation as a breakthrough, significantly boosting marketers' ability to customize their outreach and communications.

Delving deeper, Koo et al. (2022) explore how AI facilitates more dynamic interactions between businesses and consumers. They note that AI enables real-time feedback loops, allowing businesses to swiftly adapt their strategies based on consumer responses. This agility is crucial for maintaining relevance and competitiveness in a rapidly evolving market landscape. On the other hand, Alexander (2023) focuses on the broad spectrum of AI applications in marketing, ranging from predictive analytics to chatbot interactions. He highlights the diverse ways in which AI can enhance customer experiences and operational efficiency, particularly noting AI's role in democratizing access to sophisticated marketing tools, thereby leveling the playing field for businesses of all sizes.

Together, these perspectives underscore the multifaceted impact of AI on marketing. While Koo et al. (2022) provide a foundational understanding of the shifts in consumer engagement driven by digital technologies, Alexander (2023) offers a comprehensive overview of the specific tools and strategies that AI brings to the marketing domain. These insights show what AI in marketing looks like today and give a glimpse into its future, pointing towards a time of better personalization, increased efficiency, and deeper strategies in marketing practices.

2.2 Social Media

The next chapter discusses the significant role social networks have in today's marketing world. In the current digital era, social media platforms such as Facebook, Instagram, LinkedIn, and Twitter have evolved from simple communication tools to key marketing assets. These platforms have changed the way brands interact with consumers, as they are able to offer widespread reach and lively interactions. This section explores how these platforms enable brands to reach large audiences and also how they allow for precise advertising and instant feedback, marking a shift from traditional marketing to a digital-first strategy.

Social media platforms have immensely altered the marketing landscape, introducing dynamic new ways for brands to interact with consumers. Burešová (2022) notes this shift from traditional static websites to interactive social networks, emphasizing how they enable meaningful two-way communication. She mentions that this evolution is critical for nurturing trust and loyalty, foundational elements of any successful online marketing strategy. Furthermore, Burešová (2022) highlights that social networks provide marketers access to detailed demographic data, allowing for targeted campaigns tailored specifically to desired audiences.

Gillpatrick (2019) highlights the crucial role that social media plays in effectively reaching and engaging with target customers. He points out that the capability to gather and analyze data on consumer behaviors and preferences has revolutionized the marketing landscape. This data-driven method allows for campaigns that are not only highly personalized but also precisely targeted, making marketing efforts both more relevant and impactful. Additionally, Gillpatrick explores the distinct advantages of social media, such as the chance for real-time interaction and the ability for content to quickly go viral, which significantly boosts brand visibility and the spread of marketing messages. He also notes that social media's interactive features provide instant feedback and valuable consumer insights, that enable marketers to swiftly adjust their strategies. This adaptability not only improves the efficiency of marketing campaigns but also ensures that marketing messages are more aligned with consumer expectations, further underscoring the critical role of social networks in contemporary marketing strategies (Gillpatrick, 2019).

2.2.1 Metaverse

The shift from the digital realm to metaverse environments marks a metamorphosis of considerable magnitude in the world of marketing. Metaverse marketing, according to Ali and Khan (2023), is described as an immersive and interactive form of digital marketing that does not confine itself within the boundaries of traditional online platforms but opens up new horizons for consumer engagement through innovative means. In his work Ramadan (2023) underscores the need for an integrated channel strategy with metaverse marketing era implying that brands have to tread through a labyrinth of real and virtual spaces if they want their message heard by the audience that matters.

Ali and Khan (2023) draw parallels between metaverse and digital marketing, pinpointing how metaverse relies on virtual reality (VR) and augmented reality (AR) technologies which make brand experiences entirely immersive— thereby achieving levels unattainable otherwise than through physical interaction: this paves way beyond mere limitations associated with screen-based interactions. Furthermore, Rane et al. (2023) detail how metaverse technologies offer a vibrant, immersive setting where businesses can create interactive, realistic encounters for customers. The authors highlight the use of virtual reality (VR) and augmented reality (AR) to establish virtual storefronts, enable customers to explore products and services in visually

captivating ways, and enhance customer engagement through personalized interactions that bridge the physical and digital realms.

Ramadan (2023) further suggests that the fusion of various channels — physical, digital, or virtual — plays a pivotal role in unlocking the metamorphic metaverse marketing strategies. The common challenges which slow down the adoption of metaverse marketing are technological barriers, privacy reservations and financial implications to new platforms. However, they also highlight the vast potential for innovation through personalized marketing, aiming to create memorable consumer experiences that really spark creativity. Ramadan (2023) points out the potential benefits of omnichannel strategies: coordinating a brand's presence across various customer interaction points, whether they are in physical or online spaces.

The shift from digital to metaverse marketing is a game-changer for brands and marketers. It means that entering into this uncharted space calls for abandonment of old practices and birthing of new strategies that can harness the immersive potential of the metaverse.

As outlined by Ali and Khan (2023) and Ramadan (2023), embracing this new realm requires a re-evaluation of current marketing practices and the development of strategies that leverage the immersive capabilities of the metaverse. The future of marketing lies in the ability to seamlessly integrate digital and virtual experiences, offering consumers unparalleled levels of engagement and interactivity.

2.2.2   Unique Features and User Demographics of Major Platforms

The spread of social media platforms has revolutionized the marketing landscape, offering diverse channels for brands to achieve various marketing goals. Platforms such as Facebook, Instagram, LinkedIn, TikTok, and X (formerly Twitter) have become integral to strategic marketing efforts, each serving unique functions in a comprehensive marketing strategy.

For example, Facebook, known for its diverse user base, offers a versatile environment for brand awareness campaigns, targeted advertising, and community building. Burešová (2022) notes Facebook's detailed targeting options, such as interests, behaviors, and demographics, as invaluable for marketers aiming to reach particular audiences. As second example, Instagram, as Losekoot and Vyhnánková (2019) highlight, is ideal for the fashion, beauty, and lifestyle sectors with its visual-centric approach. Features like Stories, Reels, and IGTV provide creative ways to display products, narrate brand stories, and engage with the platform's younger demographics, making it a potent tool for brands to connect with their audience (Losekoot and Vyhnánková, 2019).

In the section below each of the main social media networks will be further discussed and evaluated.

Facebook

Facebook, since its start in 2004, has evolved from a social networking platform connecting college students to a global powerhouse in online marketing (Hall, 2024). This transformation has positioned Facebook as an indispensable tool for businesses that are aiming to establish a significatn online presence (Hall, 2024). The platform has an expansive user base, which spans various demographics and geographies, together with sophisticated algorithmic capabilities, provides a unique advantage for digital marketing strategies (Meta, 2024).

The evolution of Facebook as an online marketing platform is traced through the continuous strides in the realm of advertising technologies, targeting methods, and user involvement tactics (Meta, 2024). The unveiling of innovations like Facebook Pages ushered in an age where businesses could create their own space for interaction with their audience— revolutionizing

digital marketing into a brand-consumer direct engagement emphasis era (Meta, 2024). The platform's ad solutions have evolved into a sophisticated system that ensures marketers have all the necessary tools at their disposal to reach their intended audience through personalized adverts. The findings by Büchi et al. (2023) indicate that Facebook's algorithmic profiling even goes a step further to help advertisers serve content based on user preferences and behavior—although this raises concerns surrounding privacy issues and how users perceive such actions.

Facebook's utility as a marketing tool is further solidified by its adaptability to both B2C and B2B models, offering a dynamic environment for brand building, lead generation, and customer engagement (Hall, 2024). Jeswani (2023) emphasizes the platform's efficacy in broadening brand reach and nurturing online relationships that produce real-world benefits. Through targeted advertising and dynamic content formats, Facebook empowers businesses to craft engaging narratives that captivate users at various stages of their consumer journey (Meta, 2024). Burešová (2022) underscores Facebook's precise targeting capabilities as essential for tailoring advertisements and content to the nuanced interests, behaviours, and demographics of potential customers, thereby enhancing campaign effectiveness. Nonetheless, the insights from Büchi et al. (2023) into algorithmic profiling and user perceptions on Facebook underscore the complexity of leveraging Facebook's targeting efficiency while maintaining user trust and addressing ethical considerations. Jeswani (2023) further explores the strategic application of Facebook in marketing and branding, highlighting the platform's role in augmenting brand reach through dynamic interactions between businesses and audiences. Strategies for audience engagement, brand equity enhancement, and sales increment underscore Facebook's capacity to facilitate swift brand-consumer interactions and information exchange.

By integrating insights from the above-mentioned authors, it becomes evident that Facebook occupies an unrivaled position in the digital marketing realm. It is imperative for marketers to adopt a nuanced strategy that leverages the platform's extensive reach and analytic depth, while mindful of ethical considerations and user engagement challenges due to algorithmic targeting. Facebook's evolution into a comprehensive online marketing platform opens up myriad opportunities for businesses to innovate, connect, and expand.

In conclusion, Facebook's unparalleled marketing prowess, bolstered by advanced analytics and evolving features such as Marketplace and e-commerce integrations, presents novel opportunities for customer engagement and direct sales. The collective insights create a comprehensive picture of Facebook not just as an advertising platform but as an extensive ecosystem supporting a broad spectrum of marketing activities. Marketers are encouraged to use Facebook's full set of features and analytics to devise effective, mindful of ethics, and data-driven marketing strategies, thus optimizing their utilization of Facebook to foster meaningful audience connections and drive business growth.

Instagram

Instagram, as discussed by Losekoot and Vyhnánková (2019), serves as a pivotal platform for brands focusing on aesthetics, lifestyle, and engaging consumers through visual content. The authors detail how Instagram's distinctive features, including Stories, Reels, IGTV, and shoppable posts, provide dynamic avenues for brands to display their products, share their narratives, and interact with their audience. These elements are particularly effective in attracting younger demographics, who are highly active on Instagram and are influenced by visual storytelling and content authenticity.

Vukatana et al. (2022) further explore Instagram's user demographics and preferences, noting the platform's popularity among younger social media users, spanning from adolescents aged 14 to young adults up to 24, and extending to adults aged 25–45. Their findings indicate a preference shift where younger users favor Instagram and YouTube, while older demographics

lean towards Facebook and LinkedIn. This age-based differentiation emphasizes the need for marketing strategies that are specifically tailored to resonate with the intended audience segments on Instagram.

Adding to this, Salunke and Jain (2022) emphasize Instagram's focus on high-quality images and videos, which meets the growing demand for engaging and immersive content. They discuss how Instagram's algorithm, which prioritizes engagement and relevancy, encourages brands to create content that deeply resonates with their audience, thereby fostering stronger connections and engagement. The integration of Instagram's shopping features, as noted by Vukatana et al. (2022), significantly enhances its appeal to marketers by allowing users to discover and purchase products directly within the app. This seamless integration of e-commerce functionalities into the social experience opens substantial opportunities for brands to capitalize on impulse buying behaviors and to streamline the customer journey from discovery to purchase.

Furthermore, Burešová (2022) highlights the transformative impact of social media on online marketing, particularly emphasizing the shift towards platforms that offer rich interactive and visual experiences. Instagram characterizes this transition by prioritizing visual content, which aligns perfectly with modern consumers' preferences for engaging, easily digestible content (Burešová, 2022). Furthermore, Salunke and Jain (2022) note that Instagram's strength lies not just in its visual nature but also in its ability to foster a sense of community and engagement through these visuals. The platform's interactive features encourage users to engage directly with brands, enhancing the brand's capacity to build a loyal following.

The synthesized insights from the above-mentioned authors paint a comprehensive picture of Instagram as a critical tool in the marketer's arsenal. Instagram's suite of features, combined with its visually oriented platform, caters to the evolving preferences of consumers, particularly younger audiences who value authenticity, engagement, and seamless integration of e-commerce functionalities. Marketers leveraging Instagram can craft compelling visual narratives that not only tell a brand's story but also invite interaction, foster community, and drive sales, making it an indispensable platform for contemporary online marketing strategies.

LinkedIn

LinkedIn, recognized as a premier professional networking platform, is indispensable for B2B marketing, recruitment, and establishing thought leadership across various sectors (Huang et al., 2019). The authors mention its user base, predominantly consisting of professionals and businesses, positions it as an ideal venue for content marketing, professional networking, and lead generation within specific industry contexts.

The platform provides unique advantages for B2B marketing and thought leadership by helping establish brand authority and facilitating connections with industry professionals. Supporting this, Huang et al. (2019) illustrate LinkedIn's role in disseminating specialized content and engaging a professional audience, thus underscoring its significance in content marketing strategies aimed at professional development and corporate branding.

Further exploring LinkedIn's utility, Bejtkovský (2021) identifies that the platform's effectiveness in promoting and building employer brands, as well as sharing job vacancies, remains robust across different sizes of healthcare service providers. This insight suggests that LinkedIn's effectiveness transcends organizational scale, making it a versatile tool for recruitment and branding across all types of businesses. Huang et al. (2019) note that LinkedIn's features such as articles, posts, and LinkedIn Groups are pivotal for fostering professional discussions, sharing expertise, and showcasing company updates. They state that the platform's

analytics tools also offer valuable insights into content performance, enabling marketers to refine their strategies based on engagement metrics and audience demographics.

Furthermore, Bejtkovský (2021) emphasizes that this data-driven approach enhances the ability to reach and engage the intended professional audience more effectively, bolstering LinkedIn's role in strategic marketing efforts. Combining insights from Huang et al. (2019) and Bejtkovský (2021) with the known strategic benefits of LinkedIn in professional networking and marketing, it is clear that LinkedIn is foundational for any comprehensive online marketing strategy, especially for B2B marketers. Its distinct position as a professional networking site allows for targeted content marketing and thought leadership efforts that can significantly influence brand perception within professional circles.

LinkedIn's emphasis on professional content and networking opportunities continues to underscore its value in building brand authority, engaging with industry professionals, and driving B2B lead generation efforts (Huang et al., 2019). By leveraging LinkedIn, marketers can effectively reach decision-makers and influencers within their target industries, fostering professional relationships that translate into tangible business opportunities.

TikTok

TikTok has become a dominant force in social media, especially with the short video format that has revolutionized digital marketing and consumer engagement strategies (D'Souza, 2024). Its rise to prominence was especially accelerated during the global pandemic as its unique in-app features such as animations, special effects, and audio discovery tools enabled brands to create engaging and concise content (Wahid et al., 2023). The platform's mechanisms, such as "Use this sound" and "Duet", allow for a high level of interactivity, and also foster a creative environment useful to the viral marketing phenomenon, making it an essential tool for advertisers seeking to connect with a younger demographic than competitors (Matamoros-Fernández, 2023).

In addition, TikTok's sophisticated algorithm increases content visibility and engagement, presenting unprecedented opportunities for brands to reach a vibrant and young audience (Wahid et al., 2023). This has led to successful marketing campaigns for brands such as Fenty Beauty and Ryanair, demonstrating TikTok's potential to significantly boost brand visibility and engagement (Wahid et al., 2023). The platform promotes a marketing approach that is not only innovative and music-centric, but also emphasises authenticity and lightness, which resonates deeply with its predominantly young user base and highlights the importance of creativity in content creation (D'Souza, 2024).

However, TikTok's role in the digital ecosystem is nuanced, with its rapid evolution and creative freedom sometimes leading to the proliferation of harmful practices. This dual nature requires careful examination of content dynamics and a responsible approach to creation, underscoring the platform's complex impact on digital culture (Matamoros-Fernández, 2023). As the marketing landscape on the TikTok platform continues to mature and more agencies offer specialized consulting, the need for a combination of innovation, ethical content creation, and a nuanced understanding of its participatory culture becomes increasingly important, offering a roadmap to effectively leverage the marketing potential of the TikTok platform while mitigating its challenges (Matamoros-Fernández, 2023).

X (Twitter)

X, previously known as Twitter, was founded in 2006 and currently serves as an international platform for instant public dialogue and self-expression (X, 2023). The platform remains a vital tool for digital marketing, evolving to a 280-character limit that offers features such as images, videos, polls, threads, etc (Tribu Creative, 2023).

X, formerly known as Twitter, was founded in 2006 and has since become a global hub for instant public discussion and personal expression (X, 2023). The platform has expanded its digital marketing capabilities with a 280-character limit and diverse features such as images, videos, polls, and threads, facilitating a rich tapestry of news, opinions, and ideas. According to X (2024), X combines social networking and microblogging, is accessible via web and mobile, and positions itself as a key marketing resource with offerings such as Periscope and promotional tools including Promoted Tweets, Accounts and Trends.

The real-time nature of X unlocks unique opportunities for brand engagement and enables direct interaction that improves customer service and fosters deeper connections with audiences. Although X faces challenges such as algorithm changes and content saturation, the set of dynamic features and advertising channels continue to offer significant marketing potential (Tribu Creative, 2023). Cripps et al. (2020) mention that the platform X is characterized by its ability to support direct interactions between brands and consumers, which is essential for effective customer service and engagement strategies. Marketers must leverage real-time communication tools and sentiment analysis on X to engage customers and track trends, which highlights the need to understand specific platform characteristics and user demographics in order to design successful marketing strategies (Cripps et al., 2020). However, operating the X environment also involves dealing with issues such as misinformation, online harassment, and the complexities of content moderation.

In conclusion, the strategic utilization of social media platforms—Facebook, Instagram, LinkedIn, TikTok, and X—is essential for achieving diverse marketing goals. By leveraging the unique strengths and demographics of each platform, marketers can craft a versatile strategy that enhances brand visibility, engages with targeted audiences, and drives marketing success. The argument presented underscores the importance of a differentiated approach to social media marketing, tailored to the specific capabilities of each platform and the preferences of its users.

2.3 Social Media Marketing Communication

In the world of digital marketing, social networks have emerged as vital platforms for fostering effective communication between brands and their audiences. The strategic deployment of engagement strategies, content creation, storytelling, and brand identity building on these platforms is crucial for achieving marketing success. This chapter delves into the nuanced strategies that underpin effective marketing communication on social networks.

2.3.1 Engagement Strategies on Social Networks

The first overarching strategy needed to be chosen by a company is the type of engagement strategy. Social media has transitioned from traditional marketing to more interactive, customer-centric approaches (Burešová, 2022). Consequently, the essence of an engagement strategy on social networks lies in creating a connection between the company and the audience. This underscores the importance of a two-way connection compared to the traditional one-way connection. As per Nair (2023) this also brings a new focus on aspects such as brand love, brand trust, product quality and good customer service as these are now amplified through social media. This is mostly due to the key indicators of success within these aspects are key metrics which are observable to the entire public, using likes comments and shares (Nair, 2023). This is further illustrated by Amoako et al. (2019), which showcased the specific activities that garner interactions significantly enhance brand association, loyalty and perceived quality, further emphasizing the importance of a successful engagement strategy (Amoako et al., 2019). The study further emphasizes the necessity to truly understand the platform and the audience, as engagement is key and very public.

There are various ways to approach engagement strategies, which is highlighted by a comparative analysis of available literature. When contrasting Nair (2023) and Castillo-Abdul et al. (2022), Nair (2023) focuses on intrinsic values surrounding the brand such as trust, love, and quality versus the leveraging of branded content as proposed by Castillo-Abdul et al. (2022) focusing on addressing broader social issues instead of direct engagement. What is clear is that engagement strategies on social media are approached in various ways, but there is no overarching "best practice strategy". The question is how to measure them. Both studies underscore the evolving nature of consumer-brand interactions on social media, pointing to the need for brands to adopt nuanced, audience-tailored strategies. While Nair (2023) underscores the foundational importance of emotional and quality-related brand perceptions, Castillo-Abdul et al. (2022) illustrate the strategic use of content themes to engage specific audience segments. Together, these insights suggest that effective social media engagement strategies should combine emotional appeal and trust-building with strategically themed content to maximize engagement and loyalty.

However, a systematic overview of the behavioural dimensions to be fulfilled is found in Trunfio and Rossi (2021). The authors classify user engagement activities into a model called the COBRA model, consisting of consumption, contribution, and creation. The framework contrasts with aforementioned approaches to engagement strategies, underscoring that even though there is a diverse way of approaching these strategies, there might be an overarching model for measuring the engagement activities (Trunfio and Rossi, 2021).

Evaluating the effectiveness of communication on social networks involves a comprehensive analysis of engagement metrics, audience growth, and the impact on brand equity. The study by Amoako et al. (2019) provides a framework for assessing the return on investment in social media marketing activities, highlighting the positive correlation between targeted social media interactions and improvements in brand equity dimensions. This approach underscores the importance of a strategic, data-driven methodology in optimizing social media marketing efforts for maximum impact. As previously mentioned, effective marketing communication on social networks requires a multifaceted strategy that encompasses engaging content, interactive engagement practices, compelling storytelling, and a strong, coherent brand identity.

2.3.2   Content Creation and Storytelling

The second strategy of consideration is content creation and storytelling. This is at the heart of effective marketing communication on social networks (Kingsnorth, 2022). It is of paramount strategic importance to create content that resonates with the target audience, creating both informational and emotional content that aligns with the brand's identity and values. Through this approach, the brand can leverage visual storytelling to create a comprehensive and compelling brand narrative (Losekoot and Vyhnánková, 2019). This blends in with the human bias towards a comprehensive and compelling story, which allows emotional bonding to the product and/or company.

Drawing on insights from Dias and Cavalheiro (2021), a detailed examination exposes the complex nature of storytelling in marketing communications. The example of Pandora in the study by Dias and Cavalheiro (2021), demonstrates the power of storytelling to forge a profound emotional bond between a brand and its audience, illustrating that narratives aligning with the audience's own experiences and aspirations can markedly deepen brand loyalty and affection. They outline the method which underscores the importance of authenticity, emotional engagement, and crafting a shared brand narrative that resonates with consumer values.

Additionally, Mäkelä and Meretoja (2022) offer a word of caution regarding the unexamined adoption of storytelling techniques, pointing out potential pitfalls like narrative oversimplification, manipulation, and the commercial exploitation of personal stories. They advocate for a more sophisticated appreciation of how storytelling influences culture and individual perception, calling for narratives that are not only engaging but also ethically sound and reflective of true experiences.

In applying these concepts to marketing communication, it is essential to strike a balance between the emotional pull and authenticity of storytelling with an acute awareness of its broader cultural implications. Crafting compelling brand narratives should not only involve engaging stories but also a commitment to ethical storytelling practices that honor the audience's intelligence and the complexities of their lives.

Rubio-Hurtado et al. (2022) contribute further to the dialogue on storytelling and content creation, particularly from the viewpoint of young social media users. They highlight how digital storytelling seamlessly integrates into the lives of young people, who frequently share personal narratives through social media platforms. This activity not only supports the development of digital literacy but also serves as a bridge to more formal educational settings (Rubio-Hurtado et al., 2022). Furthermore, they highlight that understanding the motivational drivers and content preferences of young users, educators and marketers can more effectively engage with this demographic, fostering richer and more reflective storytelling practices. These insights complement those of the earlier mentioned authors by stressing the value of authentic, user-generated content in establishing emotional connections and promoting identity exploration among young audiences.

2.3.3 Building Brand Identity

Developing a cohesive brand identity on social networks is paramount for standing out in today's digital landscape, where Bendle et al. (2021) emphasize the role of marketing metrics in gauging the effectiveness of online marketing strategies. These metrics are key to refining communication strategies, ensuring consistency across digital touchpoints, thereby reinforcing brand identity. Central to this approach is aligning content creation and storytelling with a brand's core values, crucial for cultivating a recognizable and trustworthy brand image (Bendle et al., 2021).

The insights from Jeswani (2023) and Johan et al. (2023) underscore the significant role social media played in enhancing brand identity during the challenging times of the COVID-19 pandemic. Jeswani (2023) highlights the effectiveness of social media marketing in sustaining brand identity, pointing out that strategies resonating on a personal level with consumers are pivotal for fostering brand loyalty and recognition. This is not merely about promotional content but involves storytelling that embodies the brand's values and mission, illustrating the shift from traditional to more interactive, customer-centric marketing approaches.

Johan et al. (2023) present a case study during the pandemic, showcasing how small and medium enterprises, like food trucks, have utilized social media to navigate physical distancing challenges. They demonstrates social media's capability to allow brands to pivot their business models, engage with their community through interactive content, and sustain customer relationships during discontinuous times. Collectively, these sources advocate for a robust social media strategy that integrates strategic content creation with dynamic audience engagement and the agility to adapt to external pressures, emphasizing the necessity to understand both the platform and the audience deeply.

Yuwono (2023) complements these discussions by exploring how young entrepreneurs use social media to build brand identity, focusing on consistent messaging, engaging content, and direct customer interaction. This source reinforces the importance of social media in establishing a distinct brand identity, especially among younger demographics who heavily populate digital platforms. Based on Yuwono (2023) effective brand building on social media, as suggested, stems from precisely understanding and addressing the specific needs and behaviors of the target audience, thus fostering trust and loyalty through direct and meaningful engagement.

These analyses collectively highlight the pivotal role of social media in crafting brand identity, especially in engaging with younger demographics and during periods like the COVID-19 pandemic. They point out the significance of authentic storytelling, strategic content creation, and direct engagement with audiences to enhance brand loyalty and recognition. The insights suggest that successful brand building on social media demands a deep grasp of audience behaviors and preferences, coupled with the capacity to adapt to market dynamics and the skill to forge significant connections through digital platforms.

2.4 Marketing Strategy

In the evolving landscape of digital marketing, the adaptation of strategies across various social media platforms is not just beneficial but necessary for brands aiming to maximize their online presence. This critically examines the alignment of online marketing strategies with the unique characteristics of each platform, emphasizing the importance of evaluating communication effectiveness and embracing the latest trends.

Burešová (2022) and Kingsnorth (2022) converge on the necessity of strategic content adaptation for social media platforms, emphasizing the alignment of content strategies with the unique characteristics and audience expectations of each platform. Burešová (2022) highlights the need for visually compelling content on visually focused platforms like Instagram and TikTok to resonate with a younger demographic, while LinkedIn requires content that caters to professional audiences with insights and industry trends. Complementing this, Kingsnorth (2022) stresses that such content must not only be platform-specific but also integrated within the broader marketing goals of the brand, ensuring that it contributes to objectives like building brand awareness, lead generation, and driving sales. Together, these perspectives advocate for a nuanced approach to content strategy that balances platform-specific demands with overarching brand ambitions.

2.4.1 Influencer Marketing

Influencer marketing is a crucial element of modern online strategy, as emphasized by Vronis et al. (2021). This approach requires careful selection of influencers whose capabilities are perfectly suited to the specific dynamics of each platform. YouTube, for instance, not only excels with influencers who produce comprehensive tutorials and reviews but is also a prime venue for lifestyle content that engages users looking for entertainment and personal enrichment (Vronis et al. 2021). Similarly, the authors further elaborate about the platforms Instagram and Facebook, which are dominated by influencers who specialize in quick, visually engaging storytelling, ideal for snappy, impactful engagements. Furthermore, the same authors mention LinkedIn, which in contrast, supports influencers focused on delivering professional insights and industry knowledge, tailored to a business-minded audience. This strategic alignment is essential for optimizing engagement across different platforms, enhancing the effectiveness of marketing campaigns by ensuring they resonate with the intended demographic, fostering deeper connections, and driving brand loyalty (Vronis et al. 2021).

2.4.2 Embracing Latest Trends

Keeping pace with emerging trends is essential for staying relevant and competitive in the digital realm. The swift rise of short-form video content, driven by TikTok's success, has notably shaped content strategies, illustrating a dynamic shift in user engagement and content consumption (Matamoros-Fernández, 2023). Similarly, the growth of social commerce on platforms like Instagram and Facebook underscores a trend toward integrating e-commerce functionalities within social media, opening new channels for direct sales and enhancing customer interactions (Jeswani, 2023).

Building on these foundational insights, it is important to explore a range of online marketing strategies and how they can be adapted across different social media platforms. This includes embracing user-generated content, leveraging live streaming, employing social listening for better customer engagement, and fine-tuning platform-specific advertising strategies (Castilo-Abdul et al., 2022). Customizing each strategy to the unique features of a social media platform can significantly boost a brand's visibility and interaction with its audience.

Furthermore, a study by Ramadan (2023) delves into the evolving marketing landscape within the metaverse, stressing the critical need for brands to keep abreast of the latest technological trends. It highlights how the integration of virtual and augmented reality offers immersive consumer experiences, emphasizing the necessity for businesses to revise their strategies to incorporate these cutting-edge technologies.

2.4.3 User-Generated Content (UGC)

User-generated content is a powerful strategy that brands can leverage to create community, authenticity, and trust. Instagram and TikTok, with their visually driven platforms, are ideal for encouraging UGC through challenges, contests, and hashtags (Meliawati et al., 2023). The authors state that brands can adapt this strategy by creating platform-specific campaigns that incentivize users to share their own content related to the brand, thereby amplifying reach and engagement organically.

The study by Castilo-Abdul et al. (2022) discusses how fashion brands on Instagram utilize User-Generated Content (UGC) and branded content to drive engagement and interaction. It highlights UGC's role in creating authentic connections with audiences, showing that content generated by users can significantly increase engagement rates. Their analysis further explores the effectiveness of branded content in engaging users, suggesting that such content, when creatively executed, can foster a sense of community and loyalty among followers, encouraging more active participation and interaction on the platform.

The study by Wahid et al. (2022) further explores how brands can effectively use User-Generated Content (UGC) on TikTok to enhance engagement. It highlights the importance of creating relatable and authentic content that encourages user participation and content creation, underscoring UGC's role in building a more interactive and engaged online community. Wahid et al. (2022) note that through strategic engagement with UGC, brands can amplify their presence and foster a deeper connection with their audience, leveraging the unique dynamics of TikTok to reach and engage consumers in emerging markets.

Meliawati et al. (2023) explore the use of TikTok for social media marketing, emphasizing its effectiveness in engaging users and influencing purchase intentions. Agreeing with Wahid et al. (2023), it suggests that TikTok's platform is particularly adept at facilitating user-generated content (UGC), where users are motivated to interact with and create content related to the brand. This dynamic not only amplifies brand visibility but also fosters a community around the brand, enhancing the overall engagement strategy.

2.4.4 Social Listening and Engagement

Social listening and engagement entail monitoring social media for brand mentions, competitor activities, and customer feedback, crucial for understanding audience sentiment and identifying interaction opportunities (Castilo-Abdul et al., 2022). Platforms like Twitter excel in real-time engagement, allowing brands to promptly address customer feedback and partake in trending conversations (Cripps et al., 2020). Adapting these strategies across various platforms—gaining professional insights on LinkedIn and tapping into consumer trends on Instagram and Facebook—requires a nuanced approach that balances professional and consumer interactions.

Büchi et al. (2023) state that understanding user perceptions of algorithmic profiling enhances social listening strategies by emphasizing the need for personalization while upholding user trust and privacy. Their insights into concerns about data usage on platforms like Facebook can help brands develop transparent, ethical engagement tactics. This knowledge is pivotal in tailoring content that respects user preferences, fostering a positive online community presence (Büchi et al., 2023).

Research on Instagram (Castilo-Abdul et al., 2022) highlights the significance of monitoring and responding to user feedback to refine content strategies effectively. This approach not only aligns with audience needs but also boosts engagement, strengthening the brand-audience relationship. Similarly, a study by Wahid et al. (2022) on TikTok engagement analyzes how content characteristics and language use impact user interactions, underscoring the importance of strategic content creation to enhance social media engagement. Moreover, research by Meliawati et al. (2023) demonstrates the impact of TikTok marketing on purchase intentions, revealing how engaging content and product quality can significantly influence consumer behavior, thereby enhancing the interactive engagement between brands and audiences.

In sum, social listening and engagement are essential for companies to navigate the diverse and public nature of social media interactions effectively. By understanding the platform and its audience, brands can create engagement strategies that foster trust, brand love, and quality, essential for maintaining a strong connection with the audience. These strategies, while varied, often converge on a model like the COBRA model, which categorizes engagement activities into consumption, contribution, and creation, providing a comprehensive framework for measuring social media engagement (Trunfio and Rossi, 2021).

2.4.5 Integrating E-commerce Features

Social commerce is rapidly evolving, with platforms such as Instagram and Facebook at the forefront of embedding e-commerce functionalities directly within their interfaces (Büchi et al., 2023). Tailoring marketing strategies to harness these features involves designing shoppable posts, deploying in-app stores, and implementing seamless checkout processes to streamline the purchasing journey. For platforms like Twitter, which do not natively support e-commerce, strategies might include embedding direct links in posts and engaging influencers to drive traffic to online stores (Cripps et al., 2020).

As per Jeswani (2023), the integration of e-commerce and retail partnerships in digital marketing is crucial for connecting products to consumers, as discussed in her study. It details how various business models, including B2C and B2B, utilize e-commerce to expand their operations. Moreover, the anticipated shift towards the metaverse could revolutionize digital merchandising, potentially rendering physical logistics such as manufacturing and warehousing obsolete for certain digital products, with blockchain technology playing a pivotal role in ensuring authenticity and minimizing counterfeits (Jeswani, 2023). This transition points to a dual pathway for merchandising between the metaverse and the physical world, underscoring

the significant potential for e-commerce within virtual environments (Ali and Khan, 2023). They also highlights the critical importance of incorporating e-commerce features into digital marketing strategies, particularly in the post-pandemic landscape. The study further emphasizes the necessity for businesses to explore new channels and adopt automated sales frameworks to effectively scale their digital marketing efforts. This strategy not only opens new avenues for customer engagement and sales but also ensures that businesses are well-equipped to adapt to changing consumer behaviors and preferences that have emerged in the wake of the pandemic (Ceocea et al., 2022).

Furthermore, as per Dash and Chakraborty (2021), the role of E-CRM in boosting customer satisfaction and purchase intention is elaborated, demonstrating its efficacy as a digital marketing tool. They describe that E-CRM enhances customer interactions and experiences through digital platforms, contributing to a more integrated and seamless e-commerce experience, thereby affecting customer satisfaction and their intention to buy. It shows how E-CRM practices, by leveraging electronic channels, allow businesses to foster deeper customer relationships, enhance service, and personalize interactions, thus increasing customer value and loyalty. This strategy is instrumental in attracting new customers and retaining existing ones, ultimately impacting both customer satisfaction and their intent to purchase positively (Dash and Chakraborty, 2021).

2.4.6   SEO and Content Optimization

The discourse surrounding SEO and content optimization is increasingly critical in the digital marketing sphere, a point robustly argued by Ali and Khan (2023). They assert the indispensability of SEO in bolstering online visibility and improving search engine rankings. The text expounds on strategies to refine web content in alignment with the ever-evolving algorithms of search engines, ensuring content is not merely relevant and engaging but is also structured to enhance discoverability. Their perspective underscores an imperative integration of SEO into content creation, a strategy aimed not just at driving traffic and engaging audiences but also at fulfilling broader marketing goals such as brand awareness and conversion efficacy.

Similarly, the study by Ceocea et al. (2022) reiterates the indispensable role of SEO and content optimization post-pandemic, highlighting the exigency for businesses to evolve their digital infrastructures to connect more effectively with customers. By weaving automation and digital transformation into their operations, companies can heighten operational efficiency and tailor content that resonates more profoundly with audience preferences and search engine metrics, thereby boosting engagement and conversion rates (Ceocea et al., 2022).

Furthermore, Dash and Chakraborty (2021) pinpoint SEO and SEM as cornerstones in digital marketing strategies, particularly accentuated during the pandemic, to elevate customer satisfaction and purchasing intentions. Their analysis delves into how meticulously optimized content and strategic use of search engines serve as essential tools for effectively reaching target demographics, ensuring that businesses maintain competitiveness and visibility in the online arena. This approach, they argue, not only augments brand presence but also catalyzes consumer engagement, resulting in heightened satisfaction and a tangible increase in purchase intentions among prospective customers.

2.4.7   Data Analysis

The document by Ceocea et al. (2022) highlights the indispensable role of leveraging advanced data analytics alongside paid advertising campaigns to deepen the understanding of customer behaviors, preferences, and needs. This strategic integration facilitates more informed decision-

making processes, allowing businesses to tailor marketing strategies more effectively. The authors state that by using data-driven insights, companies can enhance the overall customer experience by not only anticipating but also proactively responding to customer needs in real time. Such a meticulous approach enables businesses to optimize their resource allocation and campaign effectiveness, ultimately driving higher customer engagement and loyalty (Ceocea et al., 2022).

Similarly, the research presented by Dash and Chakraborty (2021) underscores the importance of data analysis in comprehending consumer behavior, particularly within the realm of digital marketing. The study suggests that understanding how digital marketing initiatives influence customer satisfaction and purchase intentions is crucial. It posits that customer satisfaction acts as a vital mediator in this process, indicating that strategic insights obtained from meticulous data analysis can significantly refine marketing strategies. By aligning these strategies more closely with customer needs, businesses can enhance satisfaction levels, which in turn, boosts the likelihood of increased customer engagements and purchases (Dash and Chakraborty, 2021). This process not only helps in retaining customers but also in converting interest into tangible sales, thereby creating a more sustainable business model.

Collectively, these studies advocate for a robust analytical approach in digital marketing, emphasizing that the integration of comprehensive data analytics into marketing strategies is not merely beneficial but essential. By understanding and implementing these insights, companies can ensure that their marketing efforts are not just seen but are also effective, leading to a more informed and adaptive business strategy that resonates well with the target audience and adapts to the dynamic market conditions.

In conclusion, adapting online marketing strategies across different social media platforms requires a deep understanding of each platform's strengths, user demographics, and unique features. By leveraging user-generated content, live streaming, social listening, platform-specific advertising, and integrating e-commerce features, brands can create a cohesive and engaging online presence that resonates with their target audience. The key to success lies in the strategic adaptation and execution of these strategies, ensuring they align with the brand's overall marketing objectives and the preferences of the social media platform's users.

2.5 Performance Evaluation

In the dynamic realm of digital marketing, assessing the effectiveness of online marketing campaigns is essential. As companies' channel substantial resources into digital strategies to engage their target audiences across various social media platforms, gauging the impact of these initiatives is paramount (Krizanova et al., 2019). Performance evaluation is a crucial process that allows marketers to analyze the success of their campaigns, quantify their return on investment (ROI), and understand how well their messages resonate with their intended demographic (Krizanova et al., 2019). This evaluative process is vital for refining marketing strategies, offering actionable insights that shape future initiatives. By delving into metrics such as engagement rate, reach, and conversion rate, marketers can discern which aspects connect with their audience and which fall flat (Krizanova et al., 2019). This data is invaluable for fine-tuning content, targeting strategies, and overall approach to align with audience preferences and behaviors more closely.

Moreover, Ferreira et al. (2023) enhance this framework by examining how user-generated content influences brand attitudes and self-image, proposing that the social media performance of such content significantly impacts users' perceptions and personal branding. This adds a layer of depth to understanding how content performance metrics translate into real-world brand engagement and loyalty on digital platforms. Furthermore, Grave (2019) notes that performance

evaluation is key to effective resource allocation. In a climate where marketing budgets are tightly controlled and each expenditure must be justified, pinpointing which campaigns yield the best ROI is crucial (Grave, 2019). This insight aids in channeling funds towards the most impactful strategies and tweaking or scaling back those that underperform.

At its heart, evaluating online marketing campaigns is about continuous learning and adaptation. It embraces the ever-changing nature of digital marketing, where consumer behaviors and platform algorithms evolve rapidly. Marketers dedicated to regular performance reviews can stay relevant and competitive in the digital arena. They are equipped to quickly adapt to new trends, technological advances, and shifts in consumer preferences, ensuring that their marketing efforts consistently meet their goals.

2.5.1   Data Collection and Analysis

Following the exploration of Key Performance Indicators (KPIs) for evaluating online marketing campaigns, it becomes essential to delve into the data collection and analysis processes that underpin these KPIs. This section examines the methodologies and tools crucial for data collection and analysis, emphasizing the critical role of data analytics in deriving actionable insights from campaign performance.

As per Ganis and Kohirkar (2015), variety of tools and technologies are employed to capture a broad spectrum of interactions across social media platforms and websites. The source mentiones the leading factors of this technological forefront are social media analytics platforms and web analytics tools, which provide detailed insights into user engagement, behavior, and conversion metrics. For instance, platforms like Facebook Insights, Twitter Analytics, and Instagram Insights offer marketers specific data related to post engagement rates, audience growth metrics, and the effectiveness of paid advertising campaigns. Castillo Abdul et al. (2022) argue that these tools are indispensable for understanding how content performs within the unique ecosystem of each social network, allowing marketers to adapt their strategies to meet the preferences of their audience on each platform effectively. They mention this targeted approach underscoring the importance of a nuanced engagement strategy that connects directly with the audience, enhancing brand trust, love, and overall customer satisfaction through tailored social media interactions.

Web analytics tools, exemplified by Google Analytics, offer a comprehensive view of user interactions beyond social media (Ganis and Kohirkar (2015). The authors describe these tools tracking website visits, page views, user pathways through a site, and conversion metrics, offering a holistic view of how social media efforts contribute to broader marketing objectives. Furthermore, the source also mentions that by integrating data from web analytics with insights from social media analytics, marketers can gain a complete picture of their online presence and the customer journey from initial engagement to final conversion.

As per Saura (2021), data analytics is essential in transforming raw data into actionable insights by applying statistical methods and predictive analytics to uncover patterns, trends, and correlations. This analysis is crucial for identifying successful elements within a campaign and areas needing optimization, as highlighted in the research by Saura (2021), which underscores the effectiveness of data science in refining digital marketing strategies.

Analyzing metrics like click-through rates and engagement rates helps marketers determine the most effective content for driving user interest and interaction, a concept further explored by Castillo Abdul et al. (2022) who emphasize the impact of engaging content on brand interaction on social media. Conversion rate analysis, which assesses the effectiveness of calls to action (CTAs) and landing pages, provides critical insights for guiding strategic improvements, as

discussed in the study by Ferreira et al. (2022), focusing on how user-generated content impacts user behavior and conversion.

While social media and web analytics platforms are primary data sources for evaluating online marketing campaigns, other sources enrich the data landscape. As per Dash and Chakraborty (2021) Customer Relationship Management (CRM) systems, email marketing platforms, and customer feedback mechanisms offer additional layers of data. CRM systems provide insights into customer interactions and sales data, email marketing platforms detail the performance of email campaigns, and direct customer feedback offers qualitative insights into the reception of marketing efforts (Dash and Chakraborty, 2021).

In conclusion, the collection and analysis of data are foundational to the performance evaluation of online marketing campaigns. Through the use of specialized analytics platforms and tools, marketers can gather a wealth of data that, when analyzed effectively, provides deep insights into campaign performance across various channels. This data-driven approach is essential for the continuous optimization of marketing strategies, ensuring they remain aligned with evolving audience behaviors and preferences. As the digital landscape advances, the integration of diverse data sources and the application of sophisticated data analytics techniques will remain pivotal in driving the success of online marketing efforts.

2.5.2 Benchmarking and Goals

Following the exploration of data collection and analysis methodologies, benchmarking and setting goals become essential. These practices help interpret performance data and guide strategic adjustments, involving the comparison of a campaign's metrics against industry standards or historical performanc.

As per Saura (2021), setting specific, measurable, achievable, relevant, and time-bound (SMART) goals is crucial for directing campaign development and evaluating performance. For instance, aiming to increase website traffic by 20% within three months through social media allows direct measurement of success. Kingsnorth (2022) emphasizes the importance of clear goals in digital marketing, noting they guide the selection of KPIs and the interpretation of data from analytics platforms. He states that this focus ensures analyses reflect progress toward defined objectives, such as increases in traffic, conversion rates, or engagement levels.

Moreover, Saura (2021) mentions that benchmarking and goal-setting are interconnected in performance evaluation, allowing marketers to set realistic goals based on industry standards or past performance. He states that this ongoing process enables adjustments as standards evolve and as brands better engage and convert their audience. Kingsnorth (2022) points out that integrating goals with benchmarking fosters continuous improvement, encouraging real-time strategy adjustments and resource allocation to optimize impact.

In summary, benchmarking and setting specific goals are vital for effective performance evaluation in online marketing. They provide the necessary framework to make informed decisions that enhance campaign effectiveness. By following established guidelines, marketers can strategically advance towards achieving defined objectives, transforming data and analytics into actionable insights for continuous optimization of marketing strategies.

2.5.3 A/B Testing

Building upon the foundational concepts of benchmarking and setting goals in performance evaluation, A/B testing, has been evaluated as an indispensable strategy for digital marketers focused on optimizing online campaigns (Siroker and Koomen, 2015). They state that this approach facilitates decisions that are driven by data, comparing different versions of a

campaign to see which one performs better, thus providing concrete insights into consumer preferences and behavior.

As described by Siroker and Koomen (2015), A/B testing in essence is creating two versions of a marketing campaign, labeled A and B, which are identical except for one key variation intended to influence user behavior. This variable could be anything from a change in the headline, a different call to action, a new image, or even an entirely redesigned landing page (Siroker and Koomen, 2015). The source states that marketers expose these variants to a segmented audience either simultaneously or within a similar timeframe, allowing them to gather robust data on each version's performance based on predefined KPIs such as conversion rates, click-through rates, and engagement levels.

Kohavi et al. (2020) state, that this method allows for a controlled experiment that isolates the effects of the variable being tested, thus providing marketers with clear insights into which version better resonates with the target audience. The relevance of A/B testing in enhancing the effectiveness of online marketing campaigns is further supported by Siroker and Koomen (2015), who emphasize that A/B testing not only optimizes individual campaign elements but also acts as a critical feedback loop for improving overall marketing strategy. Their findings suggest that A/B testing is fundamental to understanding the dynamic interplay between campaign variables and audience behavior, thereby enabling continuous strategic adaptation.

As described by Kohavi et al. (2020), the primary advantage of A/B testing lies in its reduction of guesswork and subjective decision-making in marketing strategy development. They state that by leveraging direct feedback from the target audience's interactions, marketers can pinpoint the most effective elements of their campaigns. This evidence-based approach to campaign optimization ensures that resources are allocated to strategies that have proven capabilities to drive engagement and conversions, thereby maximizing ROI (Kohavi et al., 2020).

Moreover, A/B testing fosters a culture of continuous improvement within marketing teams. As Kohavi et al. (2020) articulate, the iterative process of testing, learning, and refining based on empirical data not only encourages innovation and adaptability but also strengthens the marketers' ability to respond to changing market conditions and consumer preferences. Furthermore, the source mentions that for A/B testing to be effective, it is essential that tests are meticulously designed and conducted in a manner that guarantees the reliability of the results. This process includes the clear definition of each test's objective, careful selection of the variable to be tested, and ensuring a sufficient sample size to achieve statistical significance (Kohavi et al., 2020).

In conclusion, A/B testing is a pivotal methodology in the performance evaluation of online marketing campaigns, offering a systematic approach to identifying the most effective strategies for engaging and converting target audiences. By integrating A/B testing with benchmarking and goal-setting practices, marketers can ensure that their campaigns are not only grounded in empirical evidence but also aligned with broader marketing objectives, driving sustained success in the digital marketing domain.

2.6 Methodology

This chapter outlines the research methods used to examine the digital marketing strategies at Bobcat EMEA, focusing on the interaction between the company and its dealers in the EMEA region. The study employed a mixed-methods approach, combining qualitative data from a semi-structured interview with quantitative and qualitative data from a survey.

Research Design

The research design was divided into two primary data collection methods: a semi-structured interview and a survey. This mixed-method approach allowed for a comprehensive analysis of the digital marketing strategies from both a managerial and operational perspective within the company.

Data Collection

The qualitative component of this study involved a semi-structured interview with the digital marketing manager of Bobcat EMEA. This interview was designed to collect detailed insights into the company's digital marketing strategies. It consisted of 25 open-ended questions and lasted 49 minutes, providing a comprehensive exploration of the topics discussed. The interview questionnaire is included in the Appendix 3. The semi-structured format allowed for flexible and in-depth discussion, enabling the respondent to provide information beyond the scope of predetermined questions. The recording and full transcription of the interview are available upon request from the author.

The survey was designed to collect both quantitative and qualitative data, utilizing Typeform, an online tool that facilitated the deployment and management of the survey. The target population for the survey included managing directors, marketing representatives, and sales personnel across 98 dealerships in the EMEA region, acknowledging that not all dealerships have dedicated marketing staff. The survey aimed to gather a broad perspective on how digital marketing practices are perceived and implemented across different levels of dealership operations. A total of 232 individuals were contacted, with responses received from 51 individuals across 48 dealerships, representing nearly half of the total dealerships. This response rate provided a substantial data set for analysis, reflecting a wide range of experiences and practices within the region. The survey questions were designed to capture both specific data and narrative insights, contributing to both the statistical and thematic analyses. The survey questionnaire is to be found in the Appendix 1. More detailed results of the survey are visible in Appendix 2.

Ethical Considerations

The research was conducted following ethical standards required by academic research. Participants were informed about the purpose of the research, and their consent was obtained electronically via Typeform before participating in the survey. The survey was designed to be anonymous, ensuring that responses could not be directly linked to individual participants, except for the identification of the dealership to allow for aggregate analysis by location.

Data Analysis

The qualitative data from the semi-structured interview with the digital marketing manager of Bobcat EMEA were transcribed verbatim. The transcript was then carefully reviewed to identify and extract recurrent themes pertinent to digital marketing strategies and managerial insights. This thematic analysis was pivotal in understanding the strategic initiatives and challenges faced by Bobcat in implementing digital marketing practices at a regional level.

The quantitative data from the survey were analyzed to assess the adoption and perception of digital marketing practices among Bobcat dealers. This analysis involved calculating descriptive statistics, such as means, standard deviations, and response distributions for each closed question. These statistics provided a quantitative overview of the dealers' engagement with and attitudes towards digital marketing. To effectively communicate the findings, the survey is further analyzed using a tables that displays the absolute and relative frequencies for

each survey question. This table facilitates an easy comparison of data points and help illustrate the prevalence of certain views and practices among the dealers.

Instead of coding, each open-ended question in the survey was analyzed individually to capture the nuanced responses provided by the dealers. This method allowed for a detailed exploration of the dealers' perspectives, highlighting specific challenges, successes, and suggestions regarding digital marketing practices. The insights from the responses were key in adding depth to the quantitative analysis, offering a narrative that brings the numerical data into context.

Transitioning from theoretical analysis to practical application, the author actively participated in developing a targeted online marketing strategy for Bobcat's participation in the LogiMAT 2024 trade show. This involvement was based on integrating insights from the situational analysis and collaborative planning with Bobcat's digital marketing manager and content specialist. This process exemplifies an applied research method where empirical data and strategic planning converge to formulate actionable marketing initiatives, directly reflecting the

This comprehensive data analysis approach ensures that both the qualitative and quantitative elements of the research are thoroughly examined and integrated, providing a robust foundation for drawing conclusions and making informed recommendations based on the study's findings.

Limitations

The study acknowledges several limitations. The primary limitation is the potential bias in responses, as participants may emphasize benefits that align with their interests or reflect limited knowledge of digital marketing, which is common in the construction industry. Additionally, the focus on Bobcat's dealerships may not fully capture other influential factors in the digital marketing ecosystem that could affect the strategies and outcomes.

Another significant limitation was the time constraints under which this study was conducted. The temporal limitations restricted the scope of the research, limiting the extent to which the digital marketing strategies could be explored in depth. Despite these constraints, the research gathered sufficient data to formulate informed recommendations. This was achieved by integrating comprehensive internal materials, including digital marketing reviews and brand guidelines, which provided a grounded understanding of the current practices and strategic directions at Bobcat EMEA.

3 Analytical part

The analytical part of this paper thoroughly examines the company Doosan Bobcat EMEA s.r.o. (further referred to as Doosan Bobcat, Bobcat, or Bobcat EMEA), beginning with a detailed profile of the company's history and its strategic focus within the industrial equipment sector. The analysis then evaluates the company's current strategies, competitive positioning, and audience engagement through in a comprehensive situational analysis. Subsequent discussions focus on the development and implementation of a targeted online marketing strategy, outlined through specific objectives and tailored content aimed at designated audiences. This strategy incorporates detailed planning for timelines, budgets, and platform-specific tactics to align closely with overarching business goals. Performance evaluation is central to this section, assessing the marketing strategy against key performance indicators to gauge success and pinpoint areas for improvement. This leads to strategic recommendations based on an in-depth competitor analysis and insights from dealer feedback, informing a long-term marketing framework that anticipates future market trends and leverages historical data. Ultimately, this analysis aims to guide Doosan Bobcat EMEA towards strategic advancements in the online marketing sector.

3.1 Characteristics of the selected company

In the practical part of this thesis, the focus will be on Doosan Bobcat EMEA s.r.o., a subsidiary of the renowned South Korean multinational conglomerate, Doosan Group. Doosan Bobcat specializes in manufacturing a comprehensive range of industrial equipment, including compact construction equipment, agricultural machinery, ground maintenance tools, and recently, portable power and material handling equipment (Doosan Bobcat EMEA, 2024).

As per the corporate website Doosan Bobcat (2024) the company Doosan was founded in 1896 and has expanded its influence across diverse sectors such as construction equipment, power and water solutions, engines, and more. Its broad business spectrum also includes subsidiaries like Doosan Fuel Cell and Doosan Bobcat, underscoring its role as a global industrial leader. The decision to select Doosan Bobcat EMEA s.r.o. for in-depth analysis in this thesis provides an opportunity to explore the company's strategic approaches, operational performance, and its overarching impact within the dynamic industrial manufacturing sector.

Doosan Bobcat EMEA s.r.o., has its headquarters for EMEA (Europe, Middle East and Africa) in Dobris, Czech Republic (Bobcat EMEA, 2024c). In the Dobris campus, there are 4 main buildings. In the manufacturing plant, skid-steer loaders, compact track loaders, compact wheel loaders and mini excavators are produced (Bobcat EMEA, 2024b). The development and testing of new products and technologies is done in the Innovation center, while the Bobcat Institute location, serves for training dealers, customers, and operators from across the EMEA region (Bobcat EMEA, 2024c). The newest building is the headquarter, which was opened in 2019, where the leadership and management, as well as various other departments, such as supply chain, finance, product management, marketing, are located (Bobcat EMEA, 2024c).

Bobcat's leadership in the compact equipment market is global, with significant operational bases across continents. As previously mentioned, the EMEA operations are headquartered in Dobris, Czech Republic, with administrative, sales, marketing, production, and engineering facilities located in Dobris, as well as Ponchâteau, France (Doosan Bobcat EMEA, 2024c). The region also benefits from a strategic parts distribution center in Halle, Germany, and Dubai, United Arab Emirates, ensuring efficient service and support (Doosan Bobcat EMEA, 2024c).

Brand, Mission, Vision, and Values

Bobcat, globally renowned for its toughness, agility, and versatility, is known for producing machines that meet the rigorous demands of various sectors, as Bobcat embodies durability and dependability, traits that have earned its equipment the tagline "One Tough Animal." (Doosan Bobcat EMEA, 2024d). Bobcat's commitment to excellence and its insistence on the genuine quality of its products underline the brand's dedication to maintaining the trust and value associated with its name. By encouraging stakeholders to recognize and refer to its products with their rightful name, Bobcat safeguards the brand's integrity and reinforces its position as the industry's compact equipment leader (Doosan Bobcat EMEA, 2024d).

Bobcat's registered trademarks, including the Bobcat logo and the distinctive colors of its machines, are a mark of quality and innovation. These trademarks are recognized in the United States, European Union, and various other countries, underlining the company's international acclaim and commitment to excellence.

According to Bobcat's Global Brand Guidelines (Doosan Bobcat, 2024d), Bobcat's mission, vision, and values embody the essence of empowerment and resilience. The company's brand promise, "When you have the will, we provide the way," underscores their commitment to enabling individuals to achieve more. Their mission, "Bobcat empowers people to accomplish more," reflects a dedication to fostering success through tough, versatile, empowering, and inventive equipment solutions. Bobcat champions a hands-on, determined approach, inspiring a can-do attitude among its users. This strategy positions Bobcat as a leader in providing equipment for challenging jobs, making dreams achievable, and ensuring their reputation as "One Tough Animal®" resonates with those ready to tackle any task.

Product and Service Offerings

Bobcat's product portfolio in the EMEA region has seen significant development and expansion, reflecting the company's dedication to innovation and its response to market needs. Over the years, Bobcat has broadened its range of compact equipment, introduced a variety of new products, and entered new product categories to strengthen its market position and address the diverse needs of its customers.

Bobcat's history is marked by continuous innovation, beginning with the launch of the first compact skid-steer loader in 1958 and expanding into compact excavators and telehandlers (Doosan Bobcat EMEA, 2024b). This tradition persists with the recent introduction of the Ground Maintenance Equipment (GME) line in 2022, which includes compact tractors, zero-turn mowers, and turf renovation equipment (Doosan Bobcat EMEA, 2022).

Moreover, in 2021, Bobcat enhanced its market presence by acquiring Doosan Industrial Vehicles (DIV), known for its leading role in the Korean forklift market (Doosan Bobcat EMEA, 2023). In 2023, as part of Bobcat's strategy to broaden product lines, the company integrated Doosan Portable Power (DPP) and DIV's products under the unified Bobcat brand, enhancing the customer experience and capitalizing on its strong market presence (Doosan Bobcat EMEA, 2023).

Based on the company's Dealer Locator on its website Bobcat.com, Bobcat's expansive distribution network is unrivaled in the compact equipment sector (Doosan Bobcat EMEA, 2024a). The same source states that the EMEA region alone, approximately 500 dealer locations stand behind every piece of Bobcat equipment. These dealers, complemented by thousands of local sales, service, parts, and rental specialists, embody Bobcat's commitment to exceptional customer service and support, ensuring the longevity and reliability of every machine (Doosan Bobcat EMEA, 2024a).

3.2 Situational analysis

3.2.1 Current Strategy Assessment

The digital marketing strategy at Bobcat, as described in the company's internal materials (Doosan Bobcat, 2023), traditionally limited long-term brand development, since most of the focus is primarily on immediate sales through targeted advertising within the EMEA region. The financial constraints also further hold back the launch of more expansive, region-specific campaigns, thus providing further limitation to the company's outreach in geography and customer demographics for their products (Doosan Bobcat, 2023).

The internal documents further outline a change in communication objectives by balancing the activation objectives between the business-to-business (B2B) and business-to-customer (B2C) acquisition and brand awareness. This is to reposition Bobcat's brand perception from being a mere product provider to that of a professional partner in the equipment business, using the message, "*With Bobcat machines, I'm ready for anything*" (Doosan Bobcat, 2023).

Insights from Kateřina Jansová, digital marketing manager at Bobcat EMEA, provide the understanding of the strategic application of these recommendations. Jansová (2024) further adds that Meta's sophisticated optimization tools enhance campaign targeting fine-tuning per specific objective—it can be the boost in brand awareness or increase in performance outcomes. She mentions that this is based on a variety of criteria targeting detail with respect to industry-focused interests such as construction, agriculture, material handling, etc., not just based on demographic targeting criteria.

Media Type Funnel

To align with the communication objectives at Bobcat, the overview of media type funneled in internal materials according to Doosan Bobcat (2023) provides the percentages of media usage from the levels of customer engagement or from awareness to action. This funnel is created in such a way that at each stage of the consumers' journey, there are media types that make for a seamless transition from the initial interest to the final purchase decision (Doosan Bobcat, 2023).

Figure 1 Media type funnel overview
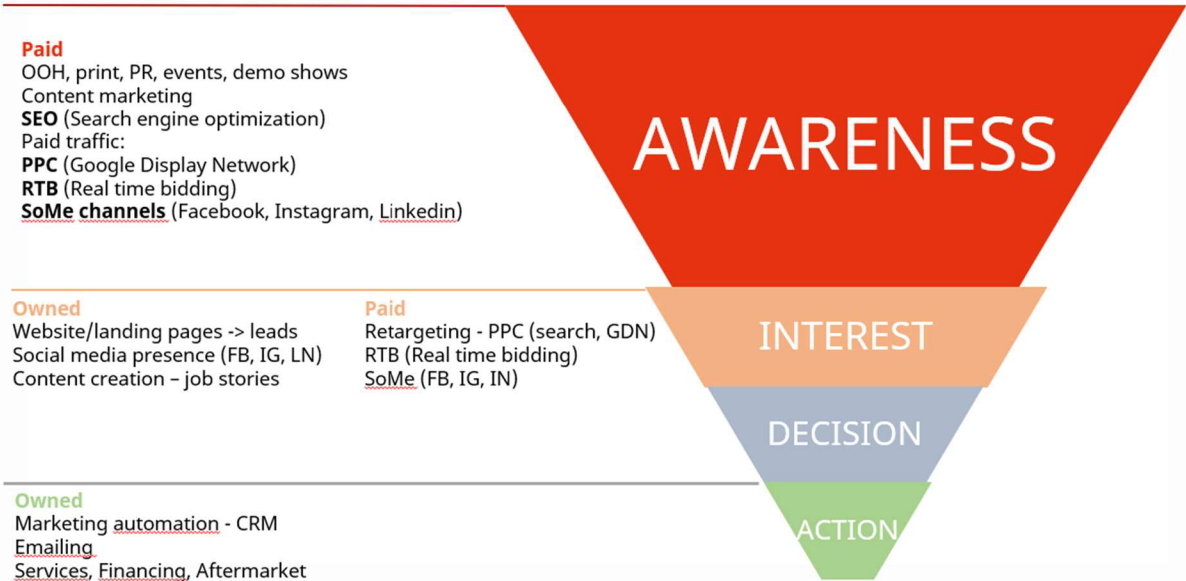
Source: Doosan Bobcat *(2023)*

As per the internal materials on online marketing, the separates stages are described below (Doosan Bobcat, 2023):

Awareness Stage: Engages at the most general level of awareness through high-impact channels like out-of-home advertising and print, complemented by PR events and demo shows. This wide-reaching approach aims to build a foundational, strong knowledge of the Bobcat brand that may very well be the basis for a much more targeted and specific audience definition.

Interest Stage: As more potential buyers show interest, the strategy becomes more content-based and starts turning into interactive media. This involves applying search engine optimization (SEO) to get better visibility in organic search results and content marketing in order to further deepen customer engagement. Along with this, Bobcat also adopts a paid traffic strategy through PPC (Pay Per Click on Google Display Network) and RTB (Real-Time Bidding) to attract users onto their digital platforms.

Decision Stage: At this stage, the funnel emphasizes PPC and RTB retargeting to users who have clearly been interested but haven't converted yet. Social media channels such as Facebook, Instagram, and LinkedIn, play crucial roles here: with targeted messaging, they encourage users to revisit Bobcat's offerings in case they have not taken action.

Action Stage: The last part of the funnel involves direct interactions leading to action. These include the application of CRM systems for marketing automation, customized emailing campaigns, and strategic social media engagement to turn the interest into actual sales. This ensures that potential customers are communicated with in a personalized and timely manner, increasing the chances of conversion.

These strategies enable Bobcat to manage customers effectively at any stage of the customer journey. By guiding customers from general awareness to specific actions, Bobcat's goal is to increase the number of conversions and to get the most out of ROI on its marketing investments. This detailed funnel approach also allows for continuous optimization based on performance metrics, ensuring that each media type is leveraged effectively to contribute towards the realization of the marketing goals (Doosan Bobcat, 2023).

Social media campaigns

In the interview with the digital marketing manager (Jansová, 2024), the re-balancing of the digital budget was highlighted to address the previous year's heavy tilt towards performance ads. It was described that in 2022, the split was 70% performance and 30% brand awareness; in 2023 it has been adjusted to 40% for brand awareness and 60% for performance. It has been mentioned that this recalibration aims to foster sustainable brand growth while continuing to meet immediate sales targets, a strategy that aligns with the broader communications objectives outlined in the internal materials. Without a shift towards more balanced marketing, Bobcat risked continued short-term tactics that could eventually lead to brand invisibility and diminishing returns on investment (Doosan Bobcat, 2023). As the materials metaphorically mention, focusing only on 'low-hanging fruit' will ultimately prevent the 'tree' from growing, leading to a stagnation in market reach and brand equity (Doosan Bobcat, 2023).

Jansová (2024) describes the campaign planning process that includes setting clear marketing goals, identifying target audiences, and determining budget allocations. She mentions that the media planning is facilitated by a media agency that helps predict the potential reach and impact of campaigns across various markets. Furthermore, the preparation phase involves a collaborative effort in creative development, copywriting, and setting up Meta's Lead Ads formats, which are integrated directly with Salesforce, showcasing a strategic commitment to leveraging CRM for effective customer relationship management and sales leads management. As per Jansová (2024), due to financial constraints the campaigns cannot be execute in the

whole EMEA market. Therefore, campaigns are executed in key markets including the UK, Germany, France, Italy, Spain, Benelux, and Middle East, which are identified for their significant business potential (Jansová, 2024).

Based on the internal materials (Doosan Bobcat, 2023) the Bobcat Campaign Storytelling, as portrayed in Figure 2, outlines a social media strategy that is segmented into two main categories: brand awareness and product/sales activation. For brand awareness, the campaign uses a mix of creative banner videos, including instream bumpers on the Google Display Network (GDN), and dark posts on Facebook, to capture audience attention and enhance the brand's digital presence. The strategy for product/sales activation includes remarketing for lead generation and calls-to-action such as "Find your dealer/finish your quote," which suggests a direct approach to drive sales and dealer engagement. The use of various creative formats (krea1, krea2, krea3) across platforms suggests a diversified approach to content delivery. The multi-layered strategy aims to build a unified story that strengthens brand recognition and drives consumer action. This structure demonstrates an understanding of the different roles each platform plays in the customer journey, from awareness through to purchase.

Figure 2 Bobcat Campaign Storytelling
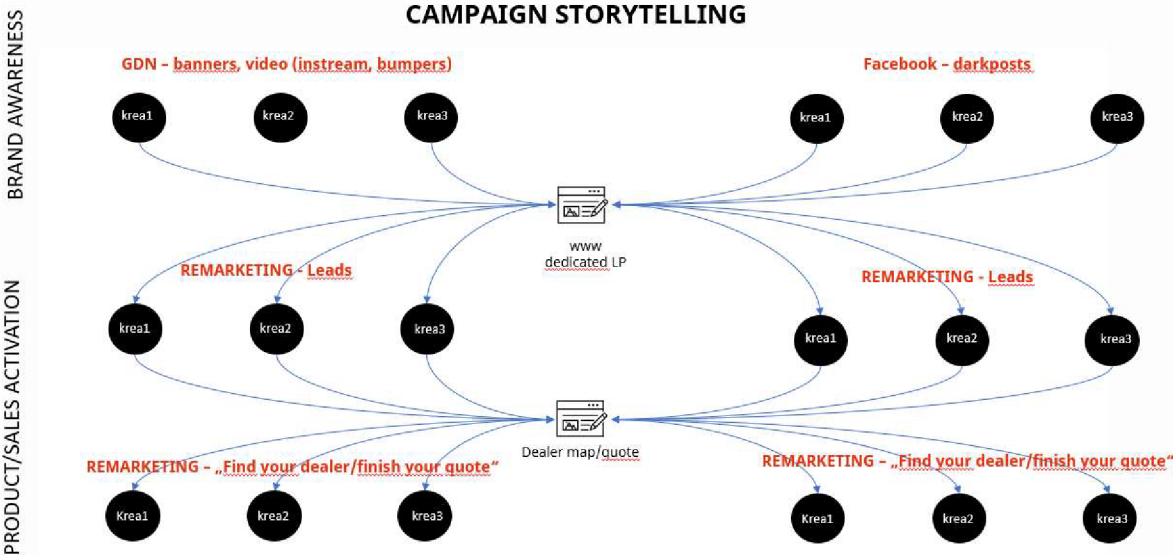
Source: Internal materials (2023)

Jansová (2024) describes the dynamic nature of campaign management, where continuous monitoring ensures that budget and creative elements are adjusted based on real-time performance. "*If one creative does not deliver the desired performance, we might stop it and redirect resources to more effective ones,*" she states, illustrating the adaptive strategies used to optimize marketing outcomes. This agility is crucial for responding to market changes and aligning with regional marketing needs, a practice that enhances efficiency and effectiveness in their digital marketing efforts.

Reflecting on the broader impacts of digital marketing strategies, Jansová (2024) underscores the necessity of testing new approaches and platforms to stay ahead in a competitive market. "*Testing new formats, like TikTok campaigns for lead generation, allows us to understand better what works and what doesn't, ensuring that our marketing strategies remain agile and effective,*" she concludes. This approach shows Bobcat's commitment to innovation and adaptation in its digital marketing efforts, and the alignment with the overall strategic emphasis on brand awareness and performance optimization.

Potential Risks

As already mentioned, the internal materials also warn of possible consequences if Bobcat does not evolve its digital marketing strategies.

- **Diminished brand visibility**: Without the adoption of newer, more effective digital marketing tactics, Bobcat risks losing visibility in a crowded market. Competitors who leverage advanced digital tools and strategies may overshadow Bobcat, leading to a decline in top-of-mind awareness among potential customers.

- **Reduced market share**: As other players in the industry adopt more sophisticated and customer-centric marketing approaches, Bobcat's reliance on traditional methods or outdated digital tactics could result in a gradual loss of market share. This is particularly critical in regions with big competition and in demographic segments that rely heavily on digital media for business decision-making.

- **Inability to attract younger demographics**: Not updating digital marketing strategies could also lose the interest of younger, more digitally savvy customer bases. This audience expects interactive, engaging, and personalized digital experiences, which they may find with competitors if Bobcat does not provide them.

- **Slower response to market changes**: Continuing with the same strategy without change may slow down Bobcat's ability to respond swiftly and effectively to market changes and customer needs. This could result in Bobcat missing opportunities for innovation and growth, especially as the market is currently evolving towards more integrated digital experiences.

- **Operational inefficiencies**: Without improvements in digital marketing strategies, particularly in automation and data analytics, Bobcat may face increasing operational inefficiencies. These inefficiencies can lead to higher costs, lower ROI on marketing expenditures, and a slower pace of strategic execution compared to more agile competitors.

Dealer Engagement

Moreover, the potential for dealer engagement improvements through digital marketing tools is discussed. In the interview, Jansová (2024) expresses concern about the engagement of Bobcat dealers in social media. She believes that many dealers are not fully aware of the capabilities that social media platforms offer and tend to think that simply posting content will suffice. This indicates a significant gap in knowledge and strategic use of social media among Bobcat dealers.

Jansová (2024) suggests that most dealers lack specialized knowledge in effectively utilizing social media for business growth. She empathizes with the challenges dealers face, especially those who manage businesses and do not have dedicated staff for digital marketing. However, she emphasizes that the basics of advertising on platforms like Meta (Facebook, Instagram) are not overly complex and can be self-taught with minimal effort. For example, she mentions that dealers can learn to set up targeted ads within a specific geographical radius around their locations using basic interest and competitor targeting on Meta's Ads Manager.

She proposes that dealers need to dedicate more time to educating themselves about social media advertising. Jansová points out that engaging in social media marketing is not particularly difficult and involves attending a few webinars or training sessions. With such training, dealers could effectively boost their local advertising by targeting potential customers within their specific service areas, significantly enhancing their performance without requiring extensive resources.

To further support dealers, Jansová (2024) suggests sharing success stories among dealers to foster a learning environment where dealers can teach each other based on their experiences. This peer learning could be particularly effective if dealers who are successfully leveraging social media share their strategies and outcomes. She mentions that such strategies are occasionally shared during dealer meetings, such as the European Dealer Meeting (EDM), but acknowledges that not all dealers attend these meetings or are exposed to marketing-focused discussions.

Jansová (2024) also notes that Bobcat is already making efforts to improve dealers' digital presence through webinars that cover various digital marketing strategies, including website optimization, basic social media strategies, and the use of Google My Business to enhance local visibility. These webinars aim to provide dealers with the necessary tools and knowledge to improve their online presence, which is crucial as the purchasing journey for many customers today begins online (Jansová, 2024).

In summary, Jansová (2024) sees significant room for improvement in how dealers engage with social media. She suggests a multi-faceted approach that includes self-education, peer-sharing of successful strategies, and corporate support through targeted training and resources. This approach would not only enhance the individual dealer's performance but also strengthen Bobcat's overall brand presence and market reach.

Suggested Improvements

Furthermore, from the interview with Kateřina Jansová, several key areas for improvement in Bobcat's marketing campaigns emerge, primarily around the agility and relevance of content production. Jansová (2024) points out that while Bobcat excels in many aspects of digital marketing, there is a significant delay in responding to trends and current events. This slowness in content production detracts from the company's ability to engage with timely topics and trends, as organizing photo shoots or video sessions, acquiring necessary equipment, and coordinating with various departments can be excessively time-consuming.

She emphasizes that to keep up with real-time content demands, especially evident during trade shows, Bobcat needs to increase its flexibility. The production and post-production processes take considerable time, which hinders their ability to post timely, relevant content that could capitalize on immediate engagement opportunities. For trade shows, she suggests a shift towards using more dynamic and succinct video content that can be produced and published quickly to maintain audience interest and engagement.

Specifically, Jansová (2024) mentions that previous approaches, like conducting lengthy interviews or discussions, have not performed well in terms of engaging the audience. Instead, she recommends focusing on short, impactful videos, ideally under a minute, which can be quickly edited and shared. This not only simplifies the production process but also ensures that the content remains dynamic and engaging, suitable for the fast-paced environment of trade shows.

Moreover, she notes that while having a content manager helps, the intricate coordination across different departments and the logistics involved in using specific equipment and personnel still slow down the process. This is particularly problematic when the goal is to create content that resonates with current trends and audience interests at specific events.

To enhance the effectiveness of their campaigns, particularly at exhibitions, Jansová (2024) also highlights the need for a more strategic use of Instagram stories and real-time videos throughout the day. This approach would make Bobcat's presence at events more vibrant and engaging, reflecting the live dynamics of the venue and potentially increasing the engagement rates.

In comparing the engagement from trade show campaigns to other types of awareness campaigns, Jansová (2024) points out that the content's subject matter significantly impacts performance. New product launches tend to garner high engagement because of their novelty and interest to the audience. However, the presentation style and the content's dynamism are crucial—static presentations beside a machine can be dull, whereas lively, well-edited videos that highlight the action and capabilities of the machines can captivate the audience much more effectively.

In summary, Jansová (2024) believes that Bobcat needs to significantly enhance its content agility and production efficiency, particularly during events that require real-time engagement. This includes planning for quicker turnaround times in content production and adapting video content strategies to be more concise and engaging to maximize their impact and relevance during key marketing opportunities.

Long-term Goals in Digital Marketing

Bobcat's internal materials (Doosan Bobcat, 2023) mention the expansion of their brand presence in new industries as part of a long-term digital marketing strategy, and how this expansion will see their reach among B2B audiences improved, all enabled by strong digital communication channels with Bobcat.com website as the core digital gateway. The materials indicate that the strategy in the next 3-5 years is to drive organic traffic through brand campaigns like the OneBobcat initiative and optimize performance campaigns by regional tailoring, applications focus, and customer-type effectiveness. Significant focus areas include advancement analytics for insightful CRM activities, dashboard customization of up-selling and retention-focused markets.

Jansová's (2024) insights further showcase how the strategic budget is allocated to support the long-term goals of marketing. "*Recently, we've shifted our budget towards more brand-centric content, in alignment with our 'year of the brand' initiative, reflecting a strategic emphasis on brand awareness alongside our performance-driven campaigns,*" she explains. It reflects strategic focus on instant performance metrics and long-term brand building through campaign tracking and optimization.

The strategic emphasis on both immediate performance metrics and long-term brand building is evident in how campaigns are monitored and optimized. Campaigns are running for a minimum of 14 days, allowing the advertising system learning and optimization time, Jansová (2024) reflects the company's approach to balance quick wins with sustainable growth. "*Short campaigns are ineffective because there is always a learning phase where the system tunes itself based on the criteria set,*" she adds." This process demonstrates Bobcat's commitment to leveraging data analytics for informed decision-making and better targeting, a key component of their long-term digital marketing strategy.

Beyond social media, Jansová (2024) profiles Bobcat's PPC and display advertising targeting key markets as part of the organization's online marketing strategies. "*We focus on our main markets with high search position strategies for relevant keywords. However, we face limitations in covering all countries due to budget constraints,*" she explains. This indicates the need for optimized budget allocation and market prioritization within the long-term digital strategy so that Bobcat is able to improve visibility and conversion.

This, apparently, is how the Bobcat long-term digital marketing strategy is poised: "OneBobcat initiative" that unites Bobcat's brand image on all platforms and regions should change the presence of the brand (Doosan Bobcat, 2023). It is further metioned that the emphasis will be on digital channels that are most effective at reaching the B2B audience with special attention to making Bobcat.com the number one "digital front door" for the company.

This involves driving organic traffic from brand campaigns and improving efficiency from performance campaigns that are localized as per region, type of customer, and specific application. This is largely possible with an enhancement of data analytics and data-informed decision-making.

This involves a sophisticated CRM focused on upsell activities and improved customer retention rates and extends targeting activity up to B2C sectors through specifically tailored emailing campaigns. Automation will be key in personalizing the e-mail communications and website experience, while AI technologies enhance efficiency and relevance. The strategy will be to stabilize and optimize Bobcat.com by restoring the fundamental parts of digital marketing.

Some of the challenges, such as keeping the site and making the website friendly with GDPR, show that there is some attempt to improve the technical backend and user experience of the site. Issues include aspects of compliance to cookie setting, and integration of new content management systems. A discussion around such a comprehensive approach would not only address the existing gaps but also lay down the base of a discussion around Bobcat's long-term digital marketing objectives. Focus on making marketing practices evolve with the implementation of advanced digital tools and strategies which are better in line with their immediate sales targets and, of course, the broader objectives of brand building.

3.2.2 Social Media Channels Overview

When it comes to social media channels, Bobcat focuses on a varied approach across different channels to engage a broad audience with their @BobcatEMEA account. As showcased by Jansová (2024) and the results of the audience research, Facebook serves as the main channel. It is most effective for reaching and engaging an older demographic, a significant portion of the target audience, through posts that showcase Bobcat equipment, services, and demos alongside HR campaigns that feature how-to guides and tips. Simultaneously, Instagram presents similar content as Facebook, while adding a level of inspiration and entertainment, presenting the lighter side of the brand. Furthermore, LinkedIn focuses on creating human professional connecions and through job offers, corporate news, CSR initiatives, sustainability efforts, fairs, dealer stories, and so on. YouTube significantly contributes towards enhancing brand visibility through video content, including in-depth tutorials and product introductions, focusing on brand awareness to leverage the platform's strengths in video content. Jansová (2024) underscores that all these different efforts are carefully crafted with one goal in mind: engaging users from various age groups who make up our audience so that each platform can play its part effectively towards supporting Bobcat's overall digital strategy.

Below is the more detailed analysis of the four key social media platforms.

Facebook

Bobcat leverages Facebook for awareness and lead generation, targeting specific audiences with precision. It is important in building brand awareness and nurturing relationships, showcasing the human side of the business to convert leads into loyal customers. Targeting strategies include custom audiences from website and Facebook page visitors, CRM data, and Lookalike Audiences. Facebook's targeting capabilities extend to interests relevant to Bobcat's market, such as small to medium business owners and relevant sectors such as construction, agriculture, landscaping and material handling. The platform utilizes content formats like link posts, carousels with original photos, and short videos. Recommendations suggest incorporating more engaging formats to further humanize the brand.

Strengths:

- Global reach: The page caters to a EMEA audience with multilingual content, attracting not only Europe, Middle East and Africa brand enthusiasts, but also those from other parts of the world.

- Event promotion: Bobcat effectively utilizes Facebook to promote upcoming events and trade shows, keeping their audience informed.

- Product focus: High-quality visuals showcase Bobcat equipment in action, highlighting features and benefits. The platform is used for introducing new products, which is shown as the most successful content on this platform.

Weaknesses:

- Inconsistent posting: With posting 2-3x per week, the posting frequency is somewhat inconsistent, potentially hindering audience engagement.

- Limited content variety: Content primarily focuses on product promotion, with less emphasis on user stories or industry trends. Furthermore, the platform does not leverage all of the video content posted on the Bobcat EMEA YouTube channel.

Instagram

Bobcat's Instagram strategy combines a B2C approach with content that not only inspires but also gives followers a behind-the-scenes look at the brand. The content is rich and varied, featuring static images, engaging videos, and dynamic reels that focus on showcasing products and the people who use them, including customer testimonials. Adding to this, Bobcat plans to introduce new products from their merch e-shop through dynamic Ads using an XML feed, ensuring followers are updated with the latest offerings, further enhancing the platform's role in engaging and informing the audience.

Strengths:

- Visually appealing content: Similar to Facebook, Bobcat utilizes high-quality photos and videos to showcase their equipment in various working environments. Instagram is additionally using the Stories feature to share behind-the-scenes content or to reshare dealer/customer activities.

- User-Generated Content (UGC): They occasionally feature content from customers on their Stories, adding a touch of authenticity.

Weaknesses:

- Limited interaction: Engagement with comments could be more proactive.

- Lack of CTAs: Clear Call to Action messages to drive website traffic or lead generation.

- Limited use of Stories feature.

YouTube

Bobcat's YouTube strategy enhances product promotion and brand visibility, by featuring interesting video content. The content is focused on comprehensive equipment tutorials that include trainers' tips and tricks or new product introduction videos, ensuring users gain valuable insights into product usage. The content also features product action and walkaround videos, providing thorough demonstrations to engage the audience further. The platform is not significantly used for campaigns, as it is not considered as the best platform for performance campaigns. However, Bobcat occasionally utilises the benefits of this platform for brand

awareness campaigns. Therefore, to enhance its YouTube content strategy further, Bobcat could integrate YouTube into display campaigns, incorporating instream videos and bumpers, especially 6-second retargeting videos, can significantly boost engagement and brand recall. Furthermore, the video content from this platform should be leveraged on the other social media channels too.

Strengths:

- Informative content: The channel offers a variety of helpful videos including product demonstrations, application tutorials, operator tips and tricks, and compelling customer stories. This content provides valuable information to potential customers and existing users.

- High production quality: Videos are well-produced with clear visuals and engaging sound design, making them professional and informative.

- User-centric approach: By including operator tips and tricks and customer stories, Bobcat EMEA demonstrates a user-centric approach, catering to the needs and interests of their audience.

Areas for further exploration:

- Behind-the-scenes content: Offer viewers a glimpse into Bobcat's manufacturing process, company culture, or employee stories.

- Event highlights: Create highlight reels from industry events and trade shows where Bobcat has a presence.

LinkedIn

On LinkedIn, Bobcat strategically focuses on showcasing a diverse range of content that highlights the brand's engagement with its community and industry presence. The platform features inspiring customer stories, giving a personal touch to the brand's impact. Coverage of fairs and trade shows keeps the professional network informed about Bobcat's latest innovations and industry participation. CSR activities underline the company's commitment to social responsibility. Job postings attract potential employees by showcasing opportunities within the company, while highlighting Bobcat ambassadors and employee activities, such as family days and demo shows, create a sense of community and belonging.

Strengths:

- Industry focus: Content caters to B2B professionals, highlighting industry news, product launches, and dealer updates.

- Event coverage: Bobcat shares updates and insights from industry events, showcasing their brand participation.

Weaknesses:

- Limited content variety: Similar to Facebook, content might be overly product-centric, missing opportunities for broader industry engagement and employer branding.

Furthermore, the social media channel TikTok has recently been created for Bobcat. Bobcat is willing to explore this new channel, however Jansová (2024) is not convinced that it will prove effective, due to the platform's young demographic. Furthermore, it is planned for WhatsApp communication to be launched with the dealers to be able to effectively communicate the new marketing efforts Both of these platforms are currently not crucial for Bobcat but might offer new possibilities for the future.

Social Media KPIs

To measure the success of Bobcat's content across social media channels, Bobcat tracks a set of key performance indicators (KPIs). Each metric offers a piece of the broader performance puzzle, helping to create a detailed picture of content success:

- Reach (audience breadth)

- Impressions (how often content appears)

- Frequency (repeated exposures over time)

- Engagement rates

- Video views

- Post link clicks (on Facebook and LinkedIn) and profile actions (on Instagram)

However, Jansová's (2024) point of view on how Bobcat measures the engagement rate might be different when compared to the typical practices in the industry, as she mentions. According to Jansová (2024), to measure the engagement on social media, Bobcat compares the total amount of impressions to cumulative interactions with an advertisement. She argues that, since the interactions and impressions are not unique, one user can interact with a post more than one time within the set period, despite the number of times the company post will have made its publication. She mentions that as none of these two metrics are unique, should be put into direct relation with each other to make a meaningful engagement rate. This approach is made in an attempt to create it a more accurate measure by equating all impressions to an ad with all the interactions, thus giving a cumulative view of engagement.

The insights from the interview with the digital marketing manager also enrich the understanding of how Bobcat evaluates the success of its specific marketing campaigns. Performance metrics such as cost per lead and lead count are primary for performance campaigns (Jansová, 2024). As for awareness campaigns, it is more complex, as it cannot be easily measured whether the awareness or the consideration for the brand has been raised. Jansová (2024) emphasizes that the frequency is more important than the mere reach; when attention is paid over and over to the same users, the probability is higher for the brand to develop awareness. She mentions Brand Lift, a tool for measuring the impact of advertisements through user surveys that assess recall and brand perception. She states that this is the only true way in which Bobcat can measure the increase of awareness and consideration. However, the tool is only limited to the need for substantial impressions or budgets, which can be somehow restraining for smaller campaigns.

Adding to the understanding of social media dynamics, Jansová (2024) points out the challenges and opportunities in adapting to digital trends, such as the increasing importance of video content. "*The shift towards video is unmistakable, reflecting broader trends across social platforms where dynamic content tends to engage users more effectively,*" she observes. This insight aligns with the earlier discussion on the strategic use of video content across Bobcat's social media platforms to enhance user engagement and brand visibility.

3.2.3 Competitor Analysis

In the EMEA (Europe, Middle East, Africa) region, Bobcat is facing competition from several main players in the key industries of construction and agriculture equipment. As Bobcat's core products are mini excavators and compact loaders, this analysis will focus on the manufacturers of these product lines, which also constantly strive to capture market share and customer loyalty. In today's digital age, social media has become an important tool for achieving these goals. This analysis delves into the social media strategies of Bobcat's five key competitors in the EMEA regioni n the mini excavators and compact loaders sector; JCB, Caterpillar, Kubota, Volvo Construction Equipment (Volvo CE), and Takeuchi.

These key competitors were chosen based on their brand association with Bobcat within the crucial segment of mini excavators and compact loaders. A comprehensive review of key players in the EMEA region went beyond the market share, as considered was a company's market presence and also the strength of their brand recognition and the direct comparability of their product portfolios to Bobcat's offerings. When examining the social media approaches of these top competitors, the aim is to gain valuable insights into how Bobcat can refine its own strategy and solidify its position within the growing digital environment of the construction equipment industry.

JCB

JCB is a British company founded in 1945. It pioneered the manufacturing of backhoe loaders and now produces a diverse array of industrial machines, with a focus on larger equipment and compact machines (JCB, 2024). JCB's competition with Bobcat primarily arises in the excavator market, where they offer an electric compact excavator that rivals Bobcat's models (Urban, 2023). Additionally, JCB offers a wider selection of compact wheel loaders, a market segment whereas Bobcat traditionally focuses on smaller loaders (JCB, 2024).

JCB excels in social media strategy, maintaining a strong presence across major platforms. On Facebook [@JCB], they have built a large, active community through a mix of product demonstrations, customer stories, and behind-the-scenes content, engaging with their audience through regular interactions in comments. This approach may have established a deep connection with their followers.

On LinkedIn [@JCB], JCB targets industry professionals by sharing updates on industry trends, new products, and job opportunities, and positions itself as a thought leader with insightful articles. The engagement on LinkedIn, though substantial, tends to be lower than on Facebook, reflecting the platform's professional and somewhat formal nature.

JCB's dominance extends to Instagram [@JCB], where they leverage beautiful visuals to showcase their machinery's power and capabilities. User-generated content is a foundation of their strategy, fostering brand loyalty and engagement. They further personalize the experience through Instagram stories, offering glimpses of daily operations, product features, and company culture. An area for improvement could be incorporating clear Calls to Action (CTAs) within their posts to drive website traffic or lead generation.

Overall, JCB's social media strategy stands out for its consistent posting schedule, platform-specific content tailoring, and user engagement. Their innovative practices, such as live Q&A sessions and potential exploration of Augmented Reality (AR) experiences, also solidify their position as a key player in the construction equipment social media landscape. By getting inspired by JCB's strategy, particularly regarding consistent posting, platform-specific content strategies, and fostering user engagement, other companies in the industry, like Bobcat EMEA, can significantly elevate their social media presence and compete more effectively in the digital marketplace.

Caterpillar

Caterpillar, also known as CAT, was established in 1925 in the United States (Caterpillar, 2024). Caterpillar (2024) offers a broad range of machinery, competing with Bobcat in mini excavators, telehandlers, track loaders, and skid steer loaders (Urban, 2023). Furthermore, Caterpillar's product range extends beyond Bobcat's, including rollers, bulldozers, articulated dump trucks, mining equipment, and more.

Caterpillar exhibits a powerful social media presence, but their strategy differs from Bobcat EMEA's by focusing on a global audience. While this grants them immense international reach, it lacks the regional specificity Bobcat EMEA leverages.

Caterpillar excels in all three areas – Facebook [@caterpillarinc], Instagram [@caterpillarinc], and LinkedIn [@caterpillar-inc]. Outstanding visuals showcase their machinery's capabilities across diverse environments. They masterfully blend content formats, including photos, videos, and articles, to highlight product launches, customer stories, sustainability efforts, and even employee spotlights. This variety, coupled with active community building through comment engagement, fosters a strong sense of connection with their followers. Their global approach broadens their audience, but it also slows down the ability to cater to specific needs and interests in different markets. Bobcat EMEA takes the lead with their regional focus, allowing for more targeted communication.

Both Caterpillar and Bobcat EMEA showcase innovative practices. Caterpillar has experimented with Virtual Reality (VR) experiences on their website, offering a unique way for potential customers to virtually explore their equipment. Bobcat EMEA, while not currently utilizing VR, mentions potential for Augmented Reality (AR) on their website. This technology could provide a similar, interactive experience for their audience.

Overall, Caterpillar presents a strong global social media presence with high-quality, diverse content and active community engagement. However, Bobcat EMEA's regional focus allows them to tailor content and messaging to the specific needs of European customers.

Kubota

Kubota has its origins in Japan in 1890, besides its industrial and agricultural machinery, also engages in the water and environment sector. Kubota competes with Bobcat in small excavators and partially in wheel loaders, focusing more on non-compact machinery (Urban, 2023). Kubota offers a broad range of products, including larger excavators and dumpers, and focuses on larger agricultural machinery such as tractors, which Bobcat does not offer (Urban, 2023).

Kubota has multiple dedicated Facebook, Instagram, and LinkedIn accounts specifically for the European market. This regional focus allows them to tailor content and communication directly to European audiences, potentially exceeding the reach Bobcat EMEA achieves within a single continent. Furthermore, Kubota fosters a strong European community through active engagement with comments and messages on their Facebook page. Kubota's approach also has potential weaknesses, as the management of multiple accounts across platforms, particularly on LinkedIn, creates potential user confusion and could diminish engagement efforts.

In contrast, Bobcat EMEA adopts a more streamlined approach, utilizing single Facebook, Instagram, and LinkedIn accounts for the entire EMEA market. This simplifies the user experience by presenting a clear and consistent brand identity. Additionally, managing a single set of accounts streamlines content creation and scheduling. However, this approach has limitations. While offering European content, Bobcat EMEA's reach might not be as laser-focused as Kubota's dedicated European accounts, potentially hindering their ability to connect with audiences on a hyper-regional level.

In conclusion, both Kubota and Bobcat EMEA prioritize the European market with effective social media strategies. Kubota's hyper-regional focus fosters a strong connection with European audiences, while Bobcat EMEA's streamlined approach simplifies user experience. By learning from each other's strengths and weaknesses, both companies can further refine their social media strategies to maximize engagement and brand recognition within the competitive European construction equipment market.

Volvo Construction Equipment

Volvo CE is a subsidiary of the Swedish Volvo Group which was founded in 1832. The company competes with Bobcat with its compact construction equipment, particularly in the segment of wheel loaders, and hydraulic excavators (Urban, 2023). Volvo CE is also well known for its heavy construction equipment, and for their focus on sustainability and innovation, committing to efficiency and environmental care (Urban, 2023).

Both Bobcat EMEA and Volvo CE prioritize the European market. They leverage single Facebook [@VolvoCEEMEA] and Instagram [@volvoce_emea] accounts for the EMEA region, allowing them to tailor content and communication specifically to these audiences. This focus is evident in their utilization of high-quality visuals showcasing their machinery's capabilities and a mix of content formats (photos, videos, articles) to maintain audience engagement. However, both companies could enhance user interaction by actively responding to comments and questions and incorporating clear Calls to Action (CTAs) within their posts to drive website traffic or lead generation.

Their LinkedIn strategies diverge. Volvo CE maintains a global presence with a strong European focus. The content on their main account [@volvo-construction-equipment] heavily caters to the European market, positioning them as thought leaders through industry trends, reports, and white papers. Additionally, they possess dedicated LinkedIn accounts for key European markets, such as France [@volvo-construction-equipment-france] and Germany [@volvo-construction-equipment-deutschland]) enabling localized communication. This exceeds Bobcat EMEA's regional approach, which relies on a single EMEA account. While Bobcat EMEA maintains consistent posting, their content might be primarily product-centric across all platforms, offering less industry-focused insights compared to Volvo CE.

To enhance its competitive edge against Volvo CE, Bobcat EMEA can implement several strategic recommendations. First, increasing user engagement by proactively responding to comments and questions across all platforms can create a more interactive and engaging experience for their audience. Second, strategically incorporating clear calls-to-action (CTAs) within their posts can motivate the audience to take specific actions, such as visiting the website or generating leads.

Takeuchi

Takeuchi is a Japanese company founded in 1963 which distinguished itself by producing the world's first compact excavators and track loaders. It competes with Bobcat primarily in small excavators, offering a comparable range especially in heavier weight categories and includes at least one excavator above ten tons operational weight, a segment in which it provides a competitive offering (Urban, 2023).

Takeuchi Global presents itself as a company focused on user experience and innovation, evident on their website. However, their social media strategy, particularly on Facebook, requires further development to effectively compete with Bobcat. While they have an active Facebook presence with regular posts and utilize visuals to showcase products, the focus on Facebook is mainly on the US region [@takeuchius].

The current strategy leans heavily on product features and announcements, lacking variety in content that could truly engage their audience. The low interaction on posts suggests a need to move beyond simple product promotion. Additionally, the global page seems primarily targeted towards a Spanish Latin American audience, which may not be their core demographic. This limited geographic reach is further amplified by the absence of dedicated European Facebook or Instagram accounts, potentially neglecting a significant market segment.

As for Takeuchis instagra, we can find both the US account [@takeuchius], but also specific European local accounts, such as the one in Germany [@takeuchi_deutschland], Czech Republic [@takeuchi.cz], or United Kingdom [@takeuchiuk].

To strengthen their social media presence, Takeuchi could explore several avenues. Firstly, tailoring content specifically for construction professionals on Facebook would resonate more with their target audience. Secondly, creating content that encourages user-generated content and brand interaction could foster a sense of community.

However, their global LinkedIn account offers a glimpse into a potentially better social media strategy. Here, they showcase a wider range of content, including industry news, job postings, and even glimpses into their company culture. This suggests that Takeuchi does understand the power of social media, but this approach isn't translating consistently across all platforms. Similarly, to their Instagram strategy, on LinkedIn they have the global account [@takeuchi], as well as local accounts for example in UK [@takeuchi-mfg-uk-ltd] or Benelux [@takeuchi-benelux].

In conclusion, each of these competitors has its own strengths and market focus, with offerings that range from compact equipment suitable for small-scale construction and agriculture projects to large machinery designed for heavy industrial applications. The competitive landscape in the EMEA region is characterized by a focus on innovation, reliability, service support, and an understanding of the unique needs of various markets within the region.

3.2.4   Audience Research

A survey was conducted to assess social media usage and preferences among Bobcat dealerships. The target audience were Bobcat dealerships in the EMEA region. In total 98 dealerships were contacted. The survey received 51 responses (n=51), representing 48 unique dealerships across various locations including key markets, such as Germany, UK, Netherlands, and France. The results indicated that a majority of the dealerships (over 60%) had been partnered with Bobcat for more than 10 years. In terms of dealership size, a significant portion (41.9%) had 50 or more employees. Sales and marketing were the most common roles represented by the survey participants, each at around 30%.

Moving forward, each question of the survey will be further examined to provide a detailed analysis of the trends, preferences, and behaviors specific to the Bobcat dealerships. This detailed analysis will help to identify areas of strength and opportunities for growth for Bobcat's social media strategy and within the dealership network's social media strategies.

The questionnaire is available in the Appendix 1. Detailed results and raw data from the survey are available from the author upon request.

1.   How long has your dealership been in partnership with Bobcat?

The majority of respondents (over 60%) have been partnered with Bobcat for over 10 years. This reveals a foundation of well-established, long-term dealerships, with the majority partnered with Bobcat for over 10 years. This longevity may imply trust in the brand but also a potential risk associated with larger, more established dealerships, as they may be more

conservative and less open to experiment with new social media strategies. Bobcat could focus on providing guidance for all dealerships on how to leverage social media to promote Bobcat products.

2. What is the size of your dealership (number of employees)?

A significant portion (41.9%) have 50 or more employees, indicating a good mix of mid-size to larger dealerships within the surveyed pool. This suggests that dealerships differ in their capacity for social media marketing. Larger dealerships may have dedicated staff, while smaller ones likely rely heavily on Bobcat for support.

3. What is your role at the dealership?

Sales and marketing have the highest representation from the respondents at approximately 30% each.

4. Which of our social media platforms are you familiar with?

The survey results provide a comprehensive overview of Bobcat's dealership network's familiarity and perception towards the organization's social media platforms and content strategies. Key findings from the question "Which of our social media platforms are you familiar with?" indicate that:

- High familiarity with mainstream platforms: There is significant familiarity among the dealerships with key social media platforms, such as Facebook (80.4%), Instagram (66.7%), LinkedIn (62.7%), and YouTube (60.8%). This suggests that these platforms are widely recognized and potentially utilized by the dealerships for business purposes.

- Emerging platforms: TikTok, although a newer platform, is already familiar to 21.6% of dealerships. This shows that while interest is currently farely low, there is potential for engagement with emerging social media trends among the dealers.

Implications for Bobcat:

- The strong familiarity with major social media platforms suggests that Bobcat's efforts in maintaining a presence on these platforms are reaching their dealer network.

- The recognition of TikTok among dealers indicates an openness to engaging with newer and diverse social media channels, offering Bobcat an opportunity to explore innovative marketing strategies that appeal to a younger demographic or adapt to changing social media trends.

5. Which platform do you believe is most effective for engaging with our target audience?

Based on the survey responses to "Which platform do you believe is most effective for engaging with our target audience?", the findings indicate:

- Facebook dominates: A majority of the respondents (51%) consider Facebook to be the most effective platform for engaging with the target audience. This suggests a strong belief in Facebook's ability to reach and engage a broad and diverse audience, possibly due to its extensive user base and sophisticated advertising and engagement tools.

- Other platforms' effectiveness: LinkedIn (17.6%), Instagram (15.7%), and YouTube (11.8%) are also considered effective, though less than Facebook. This diversity in responses highlights the varying preferences of the audience and the need to maintain a multi-platform strategy to reach different segments effectively.

The below-mentioned graph 2 is showing the most effective platforms for engaging with the Bobcat's target audience as perceived by the dealers of Bobcat EMEA.

Graph 1 Most effective platforms for engaging with the target audience

Most effective platforms for target audience engagement
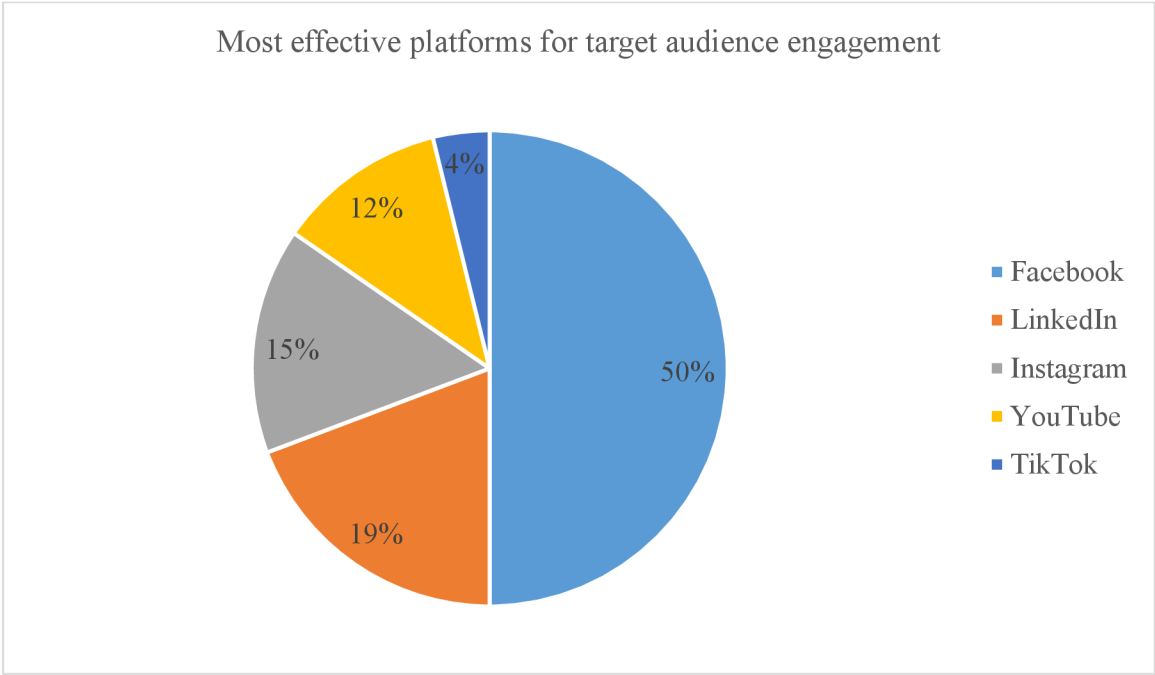
Source: Own research

Implications for Bobcat:

- The strong preference for Facebook as an engagement tool reinforces the importance of Bobcat prioritizing this platform social media in its strategy to maximize reach and engagement.

- The acknowledgment of LinkedIn, Instagram, and YouTube suggests that Bobcat's audience is diverse, with varying content consumption preferences, requiring a balanced approach across platforms.

6. How relevant do you find the content we post on our social media platforms to your customers?

The survey responses to "How relevant do you find the content we post on our social media platforms to your customers?" reveal valuable insights into the perceived relevance of Bobcat's social media content among its dealerships. The average rating of 3.9 (on a scale of 1 to 5) indicates a moderately positive perception of content relevance, suggesting that while the content generally aligns with customer interests, there is room for improvement. The distribution of ratings, with a substantial portion of respondents rating the relevance as high (43.1% rated 4 and 25.5% rated 5), signifies that a majority find the content notably relevant to their customers.

Implications for Bobcat:

- Moderately high relevance: The overall positive rating underscores the effectiveness of Bobcat's current content strategy in meeting customer interests and needs. However, the spread of responses highlights the importance of further customizing and refining content to better serve and engage the entire customer base.

- Opportunity for enhanced tailoring: The variation in relevance ratings suggests diverse customer demographics and interests across Bobcat's dealer network. This diversity

presents an opportunity for Bobcat to adopt a more segmented approach to content creation and distribution.

7. In your opinion, which type of content is most engaging to our target audience?

The survey responses to "In your opinion, which type of content is most engaging to our target audience?" reveal clear preferences among Bobcat's dealership network regarding the types of content that resonate most with their customers. The findings show:

- Videos lead in engagement: Videos are identified as the most engaging type of content, with a notable 86.3% of respondents highlighting their effectiveness. This suggests that dynamic visual content that demonstrates products in action, provides tutorials, or shares compelling stories is highly valued by the audience.

- Images and product information: Following videos, images and product information each received a 37.3% preference rate. This indicates that alongside dynamic video content, static visuals and detailed product information play a crucial role in engaging the audience.

- Testimonials: Customer testimonials were also seen as engaging, with 29.4% of respondents recognizing their value. Testimonials can provide social proof and build trust by showcasing real-world applications and satisfaction from existing customers.

The following graph 2 is showing the aforementioned most engaging content types perceived by the dealers.

Graph 2 Most engaging content types
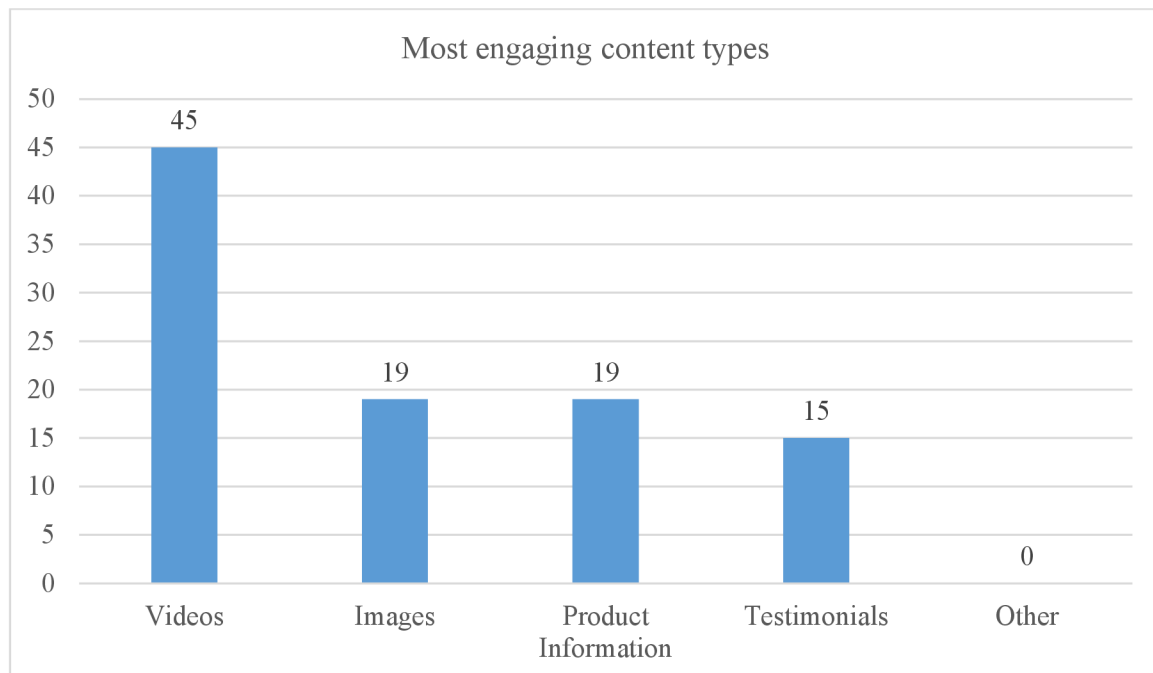
Source: Own research

Implications for Bobcat:

- The high engagement with video content underscores the importance of investing in high-quality video production that showcases the brand's products and services in a visually compelling manner.

- The value placed on images and product information points to a need for clear, concise, and visually appealing presentation of product features and benefits.

- The effectiveness of testimonials highlights the importance of leveraging customer stories and experiences to build trust and credibility with the target audience.

8. In your opinion, what is the ideal balance between promotional content and informative/educational content?

The survey question "In your opinion, what is the ideal balance between promotional content and informative/educational content?" addresses a crucial aspect of content marketing strategy. The average rating given by the dealers was 3.3 out of 5, where the scale ranges from a preference for all promotional to all informative/educational content. The distribution of responses suggests a moderate preference for a balanced mix, with a significant lean towards informative/educational content (64.7% of responses in the middle range, indicating a preference for a mix but with a tendency towards informative content).

Implications for Bobcat:

- Preference for educational over promotional content: The results imply a preference among dealers for content that provides value through information and education over purely promotional messages. This suggests that the audience likely seeks to understand products deeply and values educational content that can assist in decision-making or improve their use of Bobcat products.

- Need for a balanced strategy: While there is a clear inclination towards informative content, the distribution also highlights the importance of not entirely sidelining promotional content. A balanced approach that leans slightly more towards informative and educational content could cater to the audience's preferences while still achieving promotional goals.

9. To what extent do you believe our social media presence influences customer decisions and sales?

The survey question "To what extent do you believe our social media presence influences customer decisions and sales?" reveals that dealerships perceive Bobcat's social media presence as having a moderately high influence on customer decisions and sales, with an average rating of 3.6 out of 5. Notably, 41.2% of respondents believe social media has a high influence (rating 4), and 15.7% rate it as having a very high influence (rating 5). This indicates that a significant portion of dealers recognize the value of social media in influencing customer behaviors and driving sales.

Implications for Bobcat:

- Moderately high influence recognized: The acknowledgment of social media's influence on sales and customer decisions by a significant portion of the dealership network suggests that Bobcat's social media efforts are impactful. It highlights the importance of social media as a tool not for brand visibility but as a important component of the sales funnel.

- Room for maximizing impact: While the influence is recognized as moderately high, the distribution of responses also indicates room for improvement. There is potential to further leverage social media to drive sales and influence customer decisions.

10. Compared to our competitors, how would you rate our social media presence and activities?

The survey question "Compared to our competitors, how would you rate our social media presence and activities?" has received an average rating of 3.5 out of 5. This rating suggests that Bobcat's social media presence and activities are viewed as comparable to industry competitors. With 47.1% of respondents considering Bobcat's social media presence and activities to be average (rating 3), and an additional 35.3% viewing them as slightly ahead (rating 4), it indicates a generally positive perception among the dealership network.

Implications for Bobcat:

- Solid foundation with opportunities: The findings suggest that Bobcat has a solid foundation in social media that is at least comparable to competitors. However, there's a clear opportunity to further differentiate and assert leadership in the digital space.

- Need for strategic enhancements: The spread of ratings indicates a mixed perception among dealers, highlighting the need for Bobcat to evaluate and enhance its social media strategies to stand out more distinctly against competitors.

11. Are there practices from our competitors' social media strategies that you find particularly effective or appealing?

The survey question "Are there practices from our competitors' social media strategies that you find particularly effective or appealing?" highlights insights into what Bobcat's dealership network perceives as the strengths of competitors' social media efforts. Responses to this question provide a mixed view, with some dealers pointing out specific practices such as the use of top hashtags, engaging user interviews, machine test videos, advertising in sports like F1, and the portrayal of the company and collaborators. Other notable mentions include competitors' use of vlogs at customer sites, online calculators for lease and maintenance costs, frequent posts of emotional photos and videos, walk-around videos, listing actual machine prices, and more interactive engagement through user-generated content.

Implications for Bobcat:

- Diverse engagement strategies: The variety of practices mentioned indicates that competitors are employing a broad range of strategies to engage audiences on social media. This diversity suggests that there is no one-size-fits-all approach but rather a need for a complex strategy that can appeal to different segments of the target audience.

- Opportunities for innovation and improvement: The feedback highlights areas where Bobcat could innovate or improve its social media strategy to match or exceed the appeal of competitors' efforts. It points to a demand for more dynamic, interactive, and customer-focused content.

12. What are your main goals with your social media?

The survey question "What are your main goals with your social media?" received a variety of responses from Bobcat's dealership network, showing the diverse objectives behind their social media usage. The main identified goals are brand awareness, audience engagement, sales leads, comments and shares, and impressions. These goals reflect a comprehensive approach to social media, emphasizing not only the direct sales aspect but also the importance of building a strong brand presence and creating engaging content that resonates with the audience.

Implications for Bobcat:

- Importance of brand and engagement: social media is a critical tool for building and maintaining the brand's image. It highlights the need for Bobcat to support dealers in crafting content that not only promotes products but also fosters a sense of community and interaction.

- Lead generation focus: The focus on sales leads indicates that dealers are keen on leveraging social media as a direct channel for generating business opportunities. This suggests that while brand-building activities are vital, the conversion of social media engagement into tangible sales leads remains a primary objective.

13. Which social media platforms do you actively use for your marketing?

The survey question "Which social media platforms do you actively use for your marketing?" provides insight into the preferred channels by Bobcat's dealership network for marketing purposes. The responses indicate a broad utilization of platforms, with Facebook, Instagram, LinkedIn, WhatsApp, YouTube, and TikTok being mentioned. This diverse usage reflects the multifaceted approach dealers are taking to engage with their audiences, acknowledging the varied preferences and behaviors of their customer base.

Implications for Bobcat:

- Dominance of major platforms: The widespread use of major social media platforms like Facebook, Instagram, and LinkedIn underscores their importance as essential tools for reaching and engaging with the target audience. This suggests that Bobcat should continue to prioritize these platforms in its corporate marketing strategies while supporting dealers in maximizing their presence on these channels.

- Emerging platforms and messaging apps: The inclusion of WhatsApp and TikTok points to an evolving landscape where messaging apps and short-form video platforms are increasingly becoming important for customer engagement. This highlights an opportunity for Bobcat to explore and innovate in these spaces to stay relevant and competitive.

14. What type of content forms the core of your strategy?

The survey question "What type of content forms the core of your strategy?" provides insight into the content preferences and strategies employed by Bobcat's dealership network in their social media marketing. The responses indicate a prioritization of content types as follows:

- Product showcases (76.5%): Highlighting product features, capabilities, and applications.

- Machine sales (70.6%): Focused on promoting sales and special deals on machinery.

- Promotions and offers (64.7%): Utilizing discounts and special offers to drive engagement and sales.

- Customer testimonials (35.3%): Using customer stories and feedback to build trust and credibility.

- Educational content (25.5%): Providing valuable information, tips, and how-to guides related to products.

- User-Generated Content (13.7%): Encouraging content creation by customers, enhancing community engagement.

- Live interactions (11.8%): Engaging directly with the audience through live videos and Q&A sessions.
- Behind-the-scenes (7.8%): Offering insights into the operations, culture, and people behind the brand.

Implications for Bobcat:

- Enhance support for high-value content: Given the high utilization of product showcases (76.5%) and machine sales content (70.6%), Bobcat should focus on providing dealers with resources such as high-quality images, videos, and detailed product information that highlight the unique features and benefits of Bobcat machinery. Supporting dealers in creating and disseminating engaging, informative content can drive sales and strengthen the brand's market presence.

- Centralized promotional campaigns: With promotions and offers being a key component of dealer strategies (64.7%), there is an opportunity for Bobcat to develop and distribute centralized marketing campaigns that can be localized by dealers.

- Expand educational content: Considering the significant role of educational content (25.5%), Bobcat can enhance dealer capabilities by providing more comprehensive educational materials, such as product tutorials, usage tips, and industry insights.

15. How often do you post on your primary social media platforms?

The survey question "How often do you post on your primary social media platforms?" shows insights into the engagement strategies employed by Bobcat's dealership network. Responses vary, with a distribution that suggests a mix of engagement levels: weekly posting is the most common strategy, followed by a few times per week, a few times per month, and daily postings. This variation in posting frequency underscores different approaches to social media management among the dealers, reflecting their diverse marketing strategies, resources, and objectives.

Implications for Bobcat:

- Varied engagement strategies: The range of posting frequencies highlights the varied approaches dealers take to engage with their audiences. While some prioritize regular, even daily, engagement to keep their audience constantly engaged, others opt for less frequent content strategies.

- Opportunity for optimization: The diversity in posting frequency among dealers indicates that there may be an opportunity for Bobcat to provide more targeted guidance and support. Optimizing posting frequency based on best practices and industry benchmarks could help dealers maximize engagement and reach on their social media platforms.

16. How do you measure the success of your social media activities?

The survey question "How do you measure the success of your social media activities?" provides insights into the metrics and approaches used by Bobcat's dealership network to evaluate their social media performance. Key metrics mentioned include customer feedback, follower growth, leads/sales generated, engagement rate, website traffic, and brand awareness. This diverse set of metrics reflects a comprehensive approach to social media success measurement, indicating that dealers value both qualitative feedback and quantitative data in assessing the effectiveness of their social media strategies. However, some dealers noted that they do not measure the success at all.

Implications for Bobcat:

- Multifaceted success metrics: The variety of metrics used by dealers to measure success underscores the varied impact of social media, ranging from direct sales generation to more intangible benefits like brand awareness and customer engagement.

17. What areas of our social media marketing strategy do you think need improvement?

The survey question "What areas of our social media marketing strategy do you think need improvement?" has elicited a range of responses from Bobcat's dealership network, indicating several key areas for enhancement. Dealers have pointed out the need for more content variety, including Bobcat's history/heritage, agricultural products (industry preference), and showcasing additional products like various machine attachments. There is also a call for better communication around these products. Some responses suggest a need for improved engagement strategies, including the use of more engaging content, creativity, frequent updates, and the inclusion of pricing and model information. Additionally, there's feedback on the necessity of more supportive materials for dealers, such as promotional content, marketing support for online campaigns, and better use of customer testimonials and success stories.

Implications for Bobcat:

- Diverse content demand: The feedback underscores a demand for a more diverse and comprehensive content strategy that not only promotes products but also delves into the brand's heritage, innovations, and broader industry contributions.

- Engagement and communication: There's a clear call for Bobcat to enhance its communication with dealers and customers alike, ensuring that the content is both engaging and informative, particularly regarding new models.

- Dealer support and resources: The need for more marketing support and materials for dealers highlights an area where Bobcat can strengthen its partnership with the dealership network, enabling dealers to effectively engage their local markets.

18. How can we better support you through social media?

The survey question "How can we better support you through social media?" has provided valuable feedback from Bobcat's dealership network on how the organization can enhance its support to dealers through its social media efforts. Dealers have expressed a need for more direct support in various forms, including the sharing of high-quality content and images for reposting, providing social media strategy guidance, increasing the frequency of communication and updates, offering training on social media best practices, and facilitating more collaborative marketing efforts.

Implications for Bobcat:

- Demand for content and strategy support: Dealers are looking for more than just product updates; they seek comprehensive support in shaping their own social media presence with access to shareable content, insights into effective strategies, and guidance on best practices.

- Need for enhanced communication and ollaboration: There's a clear call for increased interaction between Bobcat and its dealers on social media, indicating that dealers value a closer partnership that includes regular updates, shared campaigns, and co-marketing initiatives. However, as Jansová (2024) mentions, Bobcat cannot engage in collaborative social media partnerships with dealers, as the corporate entity must remain impartial and avoid favoring certain dealers over others.

19. Please provide any additional comments or suggestions you have regarding our social media marketing strategy.

The survey's open-ended question for additional comments and suggestions regarding Bobcat's social media marketing strategy has received a range of responses from the dealership network. Feedback includes requests for more original content, including photos and videos, the desire for more engaging and high-production content, suggestions for monthly promotions, and the need for better communication and responsiveness to messages. Some dealers expressed satisfaction with the current strategy but highlighted areas for improvement, such as the inclusion of more direct engagement tactics, more support for local dealer marketing efforts, and the exploration of new social media platforms and content types.

Implications for Bobcat:

- Content diversity and quality: The demand for more original and high-quality content suggests that dealers perceive a gap in the variety and engagement level of the content currently provided. This underscores the need for a content strategy that is both diverse and tailored to the interests of the target audience.

- Enhanced communication and responsiveness: Feedback on communication indicates a desire for more interactive and responsive social media practices, pointing to the importance of building stronger relationships with the audience through timely engagement.

- Support for dealer-specific marketing efforts: Comments on the need for more support for local marketing efforts suggest that dealers are looking for more tools, resources, and guidance to effectively leverage social media at a local level.

Summary

When it comes to social media awareness, all dealerships were familiar with Facebook, and a large majority were also familiar with YouTube and LinkedIn. Facebook was the most popular platform used for social media marketing by the dealerships, followed by Instagram and LinkedIn. The core content used in the dealerships' social media strategies primarily consisted of machines sales, product showcases, and promotions and offers. Interestingly, customer testimonials and educational content were used to a lesser extent. The survey also explored posting frequency and performance measurement. A majority of dealerships posted on their social media platforms at least a few times per month. The most common way dealerships measured the success of their social media activities was through customer feedback. Follower growth and leads/sales generated were also significant metrics for measuring success.

Dealers expressed a desire for improvement in several areas of Bobcat's social media marketing strategy. Some key areas for improvement included refining audience targeting for the specific markets, developing a content calendar for a more consistent publishing schedule, and creating more creative social media content such as videos. Additionally, improved communication between Bobcat and the dealerships regarding social media strategies was highlighted as an area for improvement. In terms of additional support, dealerships requested more social media content from Bobcat, particularly videos and content suitable for Instagram. Increased marketing support, including online campaigns and promotional events, was also desired by some dealerships. Overall, the survey results provided valuable insights into the social media practices and preferences of Bobcat dealerships. The findings can be used to develop a more effective and targeted social media marketing strategy that leverages the strengths of various platforms and caters to the needs of the dealerships.

3.3 Setting up the online marketing strategy

In the context of what has been reviewed previously, the current approach to social media underscores sales activation through direct means via performance ads with slight limitations on efforts in the wider scope for brand development over the EMEA region in the long term. Primary among these challenges are constraints on budget which consequently decrease the capacity to run more expansive campaigns specific to broader markets. The report proposes various measures such as a balanced marketing strategy— that ensures equal importance is placed on to expand market-specific campaigns based on different regional needs, optimize performance campaigns for efficiency, advance analytics for insightful data-driven decisions, and expand targeting to include B2C segments.

Due to the time constraints, in this chapter the author focuses solely on a targeted online marketing strategy designed to maximize Bobcat's impact at the LogiMAT 2024 trade show in Stuttgart, Germany, scheduled for March 19th to 21st, 2024. Further recommendations for setting up the online marketing strategy at Bobcat EMEA are discussed in the Recommendations chapter.

When it comes to the trade show LogiMAT, the author significantly contributed to the formulation of the strategy presented in this chapter by actively participating in the strategic planning process of the content for social media. The recommendations, based on analysis from prior assessments, were created, discussed, and implemented where relevant to enhance the strategy. The tradeshow content strategy aims to boost brand visibility and drive social media engagement by leveraging interactive content formats, incorporating insights from prior research and strategy assessments.

3.3.1 Objectives

Drawing from these insights from the practical research, the online marketing strategy for LogiMAT 2024 aims to achieve the following key objectives:

- **Increase brand visibility:** Extend Bobcat's presence at the trade show by promoting its innovative material handling solutions through engaging social media content.

- **Enhance engagement:** Generate excitement and online conversation around Bobcat's offerings, utilizing interactive content formats such as videos, and interviews.

- **Potential lead generation:** Incorporate strategy elements that encourage further interaction with potential customers to facilitate lead capture. Bobcat has its lead collection tool called "Leads Lite" which is directly connected to the CRM system Salesforce. The CRM team has set up the target of collecting 210 offline leads over the three days that LogiMAT is open.

3.3.2 Target Audience

The LogiMAT trade show provides a great opportunity to connect with potential customers for Bobcat's newly acquired and rebranded material handling division. The target audience of the trade show includes:

- Businesses seeking material handling solutions: Entities requiring diesel, LPG or electric counter-balance forklifts, and various warehouse equipment.

- Logistics and supply chain professionals: Decision-makers in small to medium logistics companies and distribution centers searching for efficient material handling tools.

- Procurement and operations managers: Professionals tasked with sourcing equipment and optimizing warehouse operations.

In addition to targeting attendees at the trade show, Bobcat's social media efforts aim to engage a broader audience. The target audience for these efforts includes:

- Professionals in the construction and industrial sectors who may not attend the trade show but are interested in Bobcat's products, especially the material handling solutions.

- Existing customers and brand enthusiasts who follow Bobcat on social media platforms such as Facebook, Instagram, and LinkedIn.

- Industry influencers and media whose endorsements and engagement can amplify Bobcat's message and reach a wider audience.

3.3.3 Content Strategy

As recommended by the author, the content strategy will prioritize real-time, on-the-spot content to engage the audience in a relevant way:

- **Interactive focus:** Short and engaging videos showcasing products, interviews with Bobcat key representatives for this industry, and general trade show activities.

- **Speakers:** Focus the content around the people at Bobcat, let the products be introduced by the relevant Bobcat employees.

- **Hashtags:** Use hashtags such as #logimat2024, #materialhandling, and Bobcat-branded hashtags to enhance content reach.

- **Plan:** Schedule 6-8 posts dedicated specifically to the trade show, including a video invitation post and a static reminder post about the event and its dates.

The online marketing strategy for Bobcat's presence at LogiMAT trade show will be characterized by the production of 2 pre-event invitation posts, 4-6 high-definition portrait videos and 1 landscape video, each designed for optimal engagement on social media and professional platforms like LinkedIn.

At the event, 4-6 portrait videos, each with a maximum length of 30-60s seconds, will be produced, emphasizing the distinct advantages of Bobcat's machines. These videos will feature a succinct 8-second introduction and conclusion, focusing on delivering impactful content within a brief time frame. Additionally, a landscape video will be created to cover Bobcat's participation at the fair for a LinkedIn-centric audience. This video content, combining pre-recorded audio from the event with sharp 4K footage of machinery, aims to elevate brand visibility, foster interactive engagement, and facilitate lead generation through the "Leads Lite" tool integrated with the Salesforce CRM system.

Outlined below is the detailed content plan proposed for implementation during the event:

Launch video animation

- Purpose: To kickstart Bobcat's presence at LogiMAT, an introductory video animation will be filmed

- Speaker: Fair and events lead

- Language: Start with a warm welcome in German ("Herzlich willkommen") and proceed in English

- Duration: 30 seconds

- Content: The lead will introduce the machinery showcased at the fair and highlight the opening times of the tradeshow.

Product video animation - B80NS model

- Presenter: Product Manager 1

- Language: German to cater to the local audience

- Duration: 30-45 seconds

- Machine focus: The B80NS model

- Narrative points: Emphasis will be on the model's Total Cost of Ownership (TCO) advantage over diesel counterparts and the superior driver comfort offered by its spacious cabin and low noise levels.

Product video animation - D160S-9 model

- Presenter: Product Manager 2

- Language: English.

- Duration: 30-45 seconds

- Machine Spotlight: The D160S-9 model

- Narrative Points: The script will celebrate the D160S-9's leading performance in lifting speeds, travel speeds, and gradeability, powered by its High-Density Injection (HDI) engine. The dual load center option and its full-floating, noise-minimizing cabin, designed for operator comfort, will be highlighted, inviting the audience to share in the appreciation of this powerful yet considerate piece of machinery.

Product video animation - warehouse equipment

- Presenter: Product Trainer

- Language: English

- Duration: 30-45 seconds

- Machine Showcase: The versatile range of warehouse equipment

- Narrative Points: Focus will be on showcasing the ergonomic design, enhanced productivity, uncompromised safety, and reliability that define the Bobcat warehouse equipment line-up.

Brand transition video animations

Optional video animations detailing the brand transition are planned, featuring:

- Regional Sales Director: Speaking for 60 seconds in English about the overarching brand transition strategy.

- District Manager for Germany: Addressing the local German audience for 60 seconds, talking about the brand transition's implications within the German market.

General Bobcat LogiMAT video

- A landscape video capturing the overall presence of Bobcat at the LogiMAT fair is planned for LinkedIn use. This video aims to showcase the breadth and activity of Bobcat at the event, featuring:

- Duration: 60 seconds

- Language: English

- Content: The video will provide an overview of the Bobcat exhibition space, including snippets of interactions, product demonstrations, and attendee engagement. It will highlight key moments and achievements from the trade show, summarizing the event's atmosphere and Bobcat's impact.

3.3.4 Implementation Timeline and Budgeting:

Pre-event preparation:

In the lead-up to LogiMAT 2024, the online marketing strategy needs to be planned and prepared well in advance in terms of which core content will be showcased. During this time there is an invitation video post planned, serving as the first visual engagement touchpoint with the audience. This is followed by a static post serving as a reminder of the event, reminding the dates and main details to ensure maximum participation at the trade show.

During LogiMAT: Maintain a schedule for filming, editing, and posting to ensure consistent content delivery. The event will start with a launch post in front of an animated video with a speaker, who welcomes the audience, and showcasing the booth. Throughout the event, key speakers introduce the machines and other topics displayed on the show. This content will be recorded and promptly edited for same-day posting, ensuring that the content shared is timely and maintains momentum in audience engagement.

Post-event: After the event the focus shifts to capitalizing on the trade show's success. Recap videos and posts are crafted to spotlight the standout moments and achievements, not just celebrating successes but also keeping the audience engaged with Bobcat's products and innovations, thereby reinforcing the brand's message and values.

Budget considerations: The budget of 4000€ will be allocated for targeted advertising to enhance reach to LogiMAT attendees and the broader audience. This budget is strategically deployed to boost posts and promote videos, specifically targeting LogiMAT attendees and potential industry customers. This investment in targeted advertising is aimed at expanding Bobcat's reach and ensuring that the key messages resonate with an audience primed for engagement.

3.3.5 Platform Optimization and Implementation

Platform prioritization: Focusing on platforms where the target audience is most active, which are Facebook, Instagram, and LinkedIn.

Updated profiles: Ensure that social media profiles are updated with current branding, event information, and relevant links.

This comprehensive approach is designed to ensure Bobcat maximizes its marketing effectiveness at LogiMAT 2024, balancing brand building with strategic sales activation. The strategy will be evaluated for its ability to meet the set objectives, with a focus on increased visibility, enhanced engagement, and lead generation, reflecting a deep integration of insights derived from previous chapters and personal contributions to the strategic planning process.

3.4 Evaluation of the online marketing strategy

Following the implementation of the targeted online marketing strategy for LogiMAT 2024, this chapter provides a comprehensive evaluation of its effectiveness based on the results and engagement metrics obtained from the campaign's social media activities.

3.4.1 Campaign Overview and Performance Metrics

The social media campaign deployed across Facebook, Instagram, and LinkedIn involved various content formats, including video, static imagery, and video animations. The campaign utilized a media budget of 3,900 EUR, achieving substantial reach and engagement:

Total user reach:

- Facebook, Instagram (Meta): 616,004

- LinkedIn: 147,944

Media spend and engagement:

- **Facebook:** Significant engagement was noted with videos having a View-Through Rate (VTR) of 35.96% for specific video animations, indicating strong viewer retention and content relevance.

- **Instagram:** Achieved high engagement, particularly with video animations, where the highest VTR was 50.03% for the video focusing on warehouse equipment.

- **LinkedIn:** Despite a lower engagement rate compared to Meta platforms, LinkedIn served in reaching a professional audience, with an engagement rate of the pre-event posts at 0.47%.

Evaluation of Objectives:

- **Increased brand visibility:** The campaign successfully promoted Bobcat's presence at LogiMAT, as evidenced by the high total user reach and specific engagement metrics. The strategic use of targeted hashtags and platform optimization contributed to this success.

- **Enhanced engagement:** The use of interactive content formats such as dynamic videos, and speaker highlights created substantial online buzz around Bobcat's offerings. The high VTRs, especially on Instagram, indicate that the content was well-received and engaging.

- **Potential lead generation:** The collection of 216 leads (offline – on the spot) demonstrates the efficacy of the strategy in paving the way for potential customer interactions and lead capture, especially highlighted by the interactive and engaging content driving deeper audience involvement.

3.4.2 Content Types

With regard to the social media strategy for LogiMAT 2024, the company made use of all possible types of content to maximize engagement and reach on Facebook, Instagram, and LinkedIn.

The Instagram grid, as illustrated in Figure 3 below, captures the evolution of content strategy before and during the LogiMAT 2024. Before the trade show, the posts primarily focused on product-centric imagery without incorporating human elements. This changed significantly

during the event, where the content shifted to highlight speakers and interactions, introducing a dynamic human element to the visual narrative. This strategic shift brought not only a dynamic human element into the visual storytelling but also signaled an intentional effort towards humanizing the brand in order to make it more relatable and closely knitted to the audience during critical event moments. This is the approach that emphasizes how crucial flexibility is in social media campaigns, a reflection of a deeper comprehension of audience engagement dynamics beyond traditional product displays, for creating real interaction and brand connection.

Figure 3 Snapshot of Bobcat EMEA Instagram grid around LogiMAT trade show
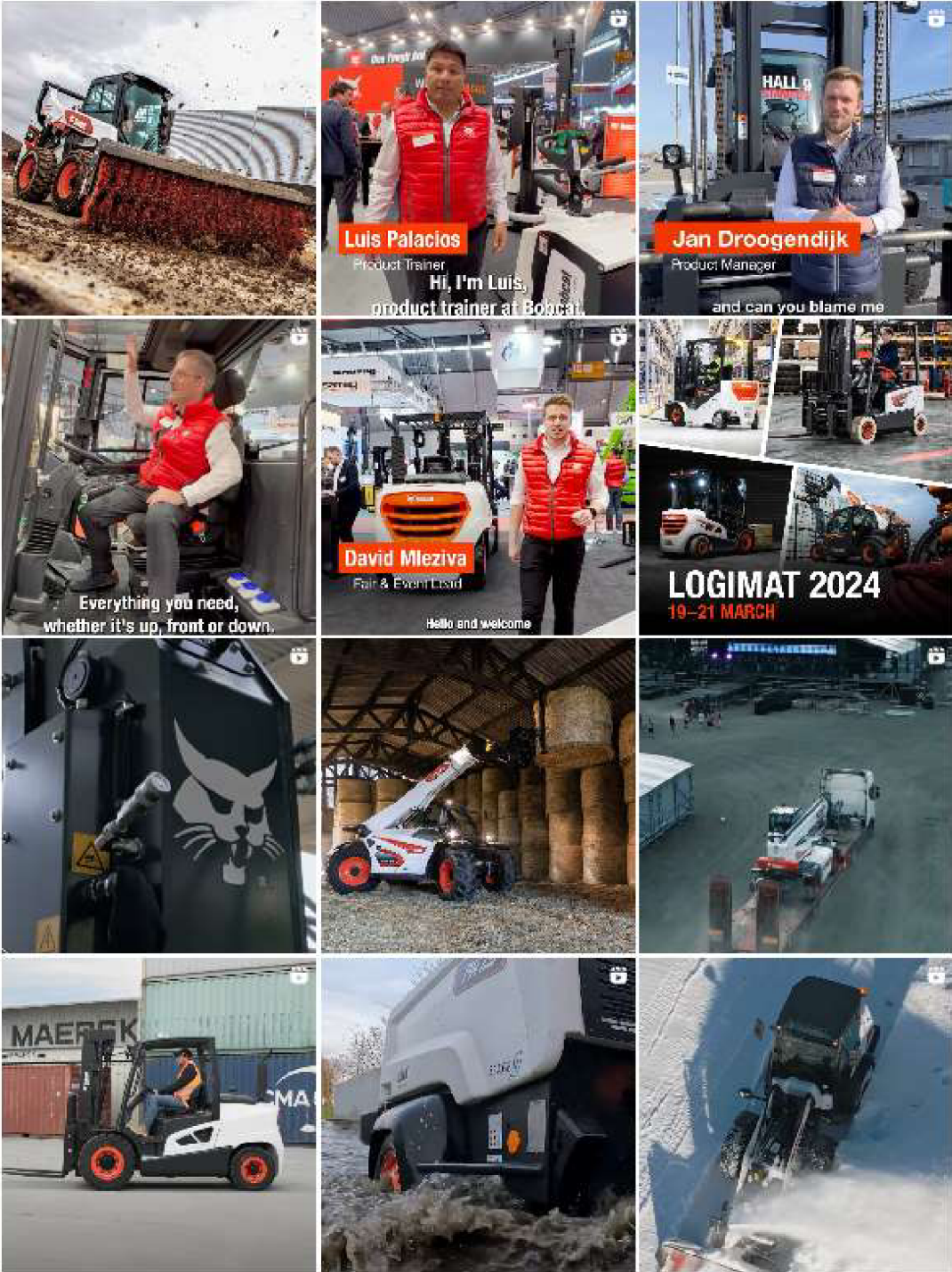
Source: @bobcatemea Instagram account (2024)

Here's a breakdown and description of the different types of posts that were part of the campaign:

Invitation post (video format)

This post featured a Bobcat forklift truck arriving while displaying the LogiMAT logo, with no human elements involved.

Platform specific performance:

- **Facebook:** Achieved a significant reach of 160,687 with 255,697 impressions and a media spend of 240 EUR. The video view-through rate (VTR) at 3 seconds was 48.69%.

- **Instagram:** Reached 52,131 users, received 73,112 impressions with a media spend of 160 EUR, and a VTR of 45.00%.

- **LinkedIn:** Reached 31,678 users, with 33,294 impressions on a media spend of 350 EUR, and an engagement rate of 0.38%.

Reminder post (static format)

Platform specific performance:

- **Facebook:** This post reached 48,621, with 78,770 impressions and a media spend of 200 EUR, achieving an engagement rate of 2.76%.

- **Instagram:** Managed a reach of 15,474 and 22,427 impressions on a budget of 120 EUR, with an impressive engagement rate of 8.10%.

- **LinkedIn:** Reached 3,167, garnered 3,625 impressions with a spend of 80 EUR, and recorded an engagement rate of 0.47%.

Launch post (video animation)

This video, where the Fairs and event lead worked as the speaker, he welcomed the audience at the trade show and showcased the booth and mentioned which days the audience could find Bobcat at the show. The snapshot of this post is visible in Figure 4, to illustrate the visuals of the posts created for LogiMAT 2024.

Platform specific performance:

- **Facebook:** This animation reached 123,050 with 158,168 impressions on a budget of 200 EUR, and a VTR of 40.48%.

- **Instagram:** Had a reach of 63,996 and 72,867 impressions for 140 EUR, with a VTR of 40.84%.

- **LinkedIn:** Achieved significant engagement with 54,974 reach and 68,956 impressions on a spend of 350 EUR, with a VTR of 32.87%.

Figure 4 LogiMAT launch video animation
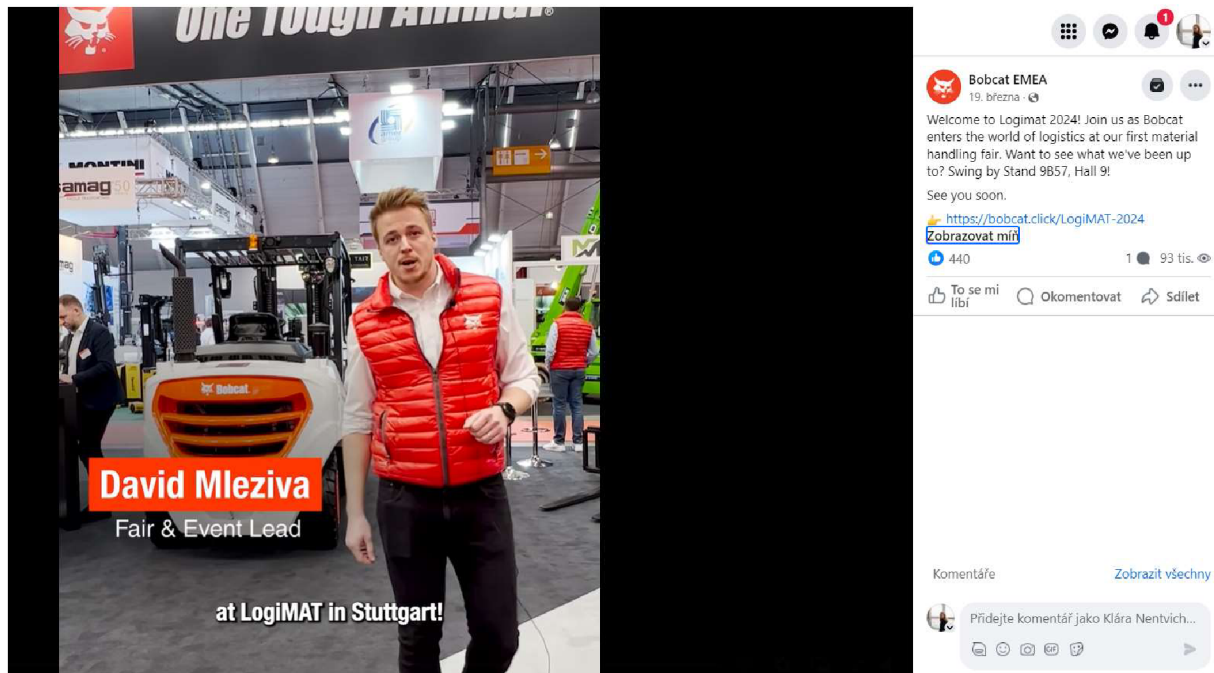
Product video animation (B80NS model)

In this video, the speaker, who is the product manager for Material Handling at Bobcat EMEA, introduced the specific electric counterbalance forklift B80NS. He highlighted the key features and advantages of the model, providing detailed insights into its functionality and performance.

Platform specific performance:

- **Facebook:** Facebook delivered high reach and impressions with efficient budget use. This animation achieved a reach of 152,690 and generated 196,048 impressions with a media spend of 200 EUR. It recorded a View-Through Rate (VTR) of 35.96%, indicating the content was effective in capturing audience attention quickly.

- **Instagram:** Instagram showed a balanced reach-to-impressions ratio and a reasonable VTR, suggesting slightly less engagement compared to Facebook. It gathered a reach of 94,123 and 101,673 impressions for a budget of 140 EUR. The VTR stood at 34.03%, showing effective engagement though slightly lower than Facebook's. This indicates a need for more visually captivating content that grabs attention from the start.

- **LinkedIn**: Reached 34,727 with 44,184 impressions on a higher budget of 350 EUR. The VTR was 33.67%, the lowest among the platforms, suggesting that while the content reached a professional audience, it was less engaging compared to other social networks.

Product video animation (D160S-9 model)

This video showcased the D160S-9 model, a prominent piece in Bobcat's line of material handling equipment. The product manager emphasized the machine's advanced features and operational capabilities, tailored to capture the interest of industry professionals and potential customers.

Platform specific performance:

- **Facebook:** The animation reached 118,164 viewers and generated 230,280 impressions with a media spend of 200 EUR. It achieved a View Through Rate (VTR) of 38.44%, indicating high engagement and interest in the product details.

- **Instagram:** Gathered a reach of 57,012 and 71,924 impressions for a budget of 140 EUR. The VTR stood at 38.12%, showing strong viewer retention and suggesting that the content was well-received by the platform's audience.

- **LinkedIn:** Achieved a reach of 41,446 with 48,956 impressions on a budget of 200 EUR. The VTR at 2 seconds was 23.56%, significantly lower than the other platforms, which may reflect a more discerning or time-constrained professional audience on LinkedIn.

Product video animations (warehouse equipment)

This video showcased Bobcat's warehouse equipment product line, featuring a detailed introduction by the product trainer. The animation highlighted the diverse range of warehouse solutions, emphasizing their functionality and innovative features to engage a broad industry audience.

Platform specific performance:

- **Facebook:** This animation reached 119,101 viewers and generated 203,138 impressions with a media spend of 200 EUR. The View Through Rate (VTR) was 40.09%, demonstrating strong audience interest and engagement with the content.

- **Instagram:** Garnered a reach of 66,466 and 73,893 impressions for a budget of 140 EUR. This is the highest performing post in terms of engagement and viewer retention, achieving a VTR of 50.03%, indicating exceptionally high engagement and effectiveness of the video content in capturing and retaining viewer attention on the platform, making it a benchmark for content success.

- **LinkedIn:** Achieved a reach of 34,620 with 39,593 impressions on a higher budget of 350 EUR. The VTR at 2 seconds was 26.29%, lower than the other platforms, suggesting that while the content reached a significant number of professionals, it may require optimization to better engage the LinkedIn audience.

These posts collectively formed a robust campaign that successfully utilized dynamic and engaging content formats to highlight Bobcat's presence and offerings at LogiMAT 2024, driving both brand visibility and audience engagement across multiple social media platforms. The use of varied content types, from videos to animations and static images, ensured comprehensive coverage and interaction at different stages of the customer journey, from initial invitation and reminders to product launches and specific feature showcases.

3.4.3   Limitations

The implementation of Bobcat EMEA's digital efforts at LogiMAT 2024 encountered several limitations which affected the effectiveness and scope of the initiative. The use of only English in all videos due to language restrictions might have limited the appeal to non-English speaking audiences, although it was intended for wider reach. The videoshooting was further constrained to six clips instead of the planned six to eight as the sales manager — who was supposed to be featured — was unavailable and unprepared for an on-camera role. Furthermore, due to the time-constraints of the videographer, a significant clip like the landscape video for LinkedIn did not materialize either.

This limitation is aligned with the barriers mentioned by Jansová (2024) in her interview stating that Bobcat is lacking flexibility when creating content. These limitations point towards a need for more adaptive event planning with provisions — such as pre-shooting some parts if key personnel are uncertain or training content producers on time management skills — so that future live marketing events can be handled with resilience, and from different aspects.

3.4.4 Analysis and Recommendations for Future Strategies

The overall performance of the campaign, while strong, suggests areas for improvement and adjustment:

- **Content variation:** Future events could benefit from varying the content types, such as incorporating more machine-only demonstrations with voice-over on Instagram, as this could cater to audience preferences for concise and direct product information.

- **Engagement content:** The introduction of short engagement content suited for Stories formats could enhance interactions, particularly during live events.

- **Budget:** Considering the performance and impact, reallocating budget towards high-engagement platforms and optimizing spend could further enhance reach and effectiveness.

- **Resources:** It is vital to ensure the time capacity of all of the team members and their readiness to participate in the content.

3.5 Recommendations for the organization

3.5.1 Integrated Brand and Digital Marketing

As part of an integrated brand and digital marketing strategy, Bobcat EMEA should aim to balance its online presence and promotional efforts across various digital platforms to ensure a cohesive brand image and message. This will enhance brand recognition and streamline customer experiences. The following detailed recommendations are designed to leverage Bobcat's strengths and address areas for growth.

Balance Brand Building and Sales Activation

To ensure a more holistic marketing approach, Bobcat should strive for a greater balance between its brand building and sales activation efforts. In the past the company has focused very much on the sales activation efforts, and a balance has been achieved in 2023, to a 60% sales, 40% brand balance. To create long-term brand loyalty and customer relationships with the brand, it is suggested to further adjust the strategy to achieve a 50/50 balance between brand building and sales activation. This shift requires a careful consideration and reallocation of the marketing budget to support the brand goals. For Bobcat EMEA case this will also mean discussion with the upper management and needed explanation for this change.

Furthermore, it is crucial to keep the budget optimized towards the platforms that have proven to be successful in the high engagement and other key metrics for Bobcat. This may mean shifting more resources to platforms such as YouTube and Instagram, which have proven to be highly effective during the trade show LogiMAT. However, it is necessary for Bobcat to evaluate the performance metrics from past campaigns to ensure the budget decision are carefully allocated to maximize ROI. Moreover, ensuring adequate resource allocation, including time capacity for all team members involved in content production, is essential to support these intensified efforts.

3.5.2 Enhancing Customer Engagement and Experience

Emotional Brand Storytelling

Bobcat should launch a series of multimedia campaigns that effectively tell the real-life stories of its users, emphasizing how Bobcat equipment has enhanced their productivity and work life. These stories should focus on the reliability, durability, and versatility of Bobcat machines, tying back to the message "*With Bobcat machines, I'm ready for anything.*" It is suggested to approach this strategy in form of quarterly campaigns. Therefore, within the next year, develop and launch four multimedia campaigns featuring real-life stories of Bobcat users, focusing on diverse industries. The aim is to increase the brand recall by 2% on Brand Lift.

Furthermore, it is important to regularly update the content with new and authentic testimonials, with which the customers can emotionally connect. It is suggested to highlight these stories through various formats like video interviews, Instagram Stories and feature articles on both social media and the Bobcat website to effectively reach all segments of Bobcat digital audience.

Social Media Engagement

To maintain an engaged audience, Bobcat should implement consistent engagement strategies such as contests, behind-the-scenes content, and live Q&A sessions with Bobcat product experts, mainly focusing on the key platform Facebook. This approach will keep the audience engaged and create a community around the brand. The recommendation is to conduct monthly engagement initiative, with an average participation of 100 users per event, aiming to results in an increase of 5% in engagement on Facebook over the next six months.

Additionally, Bobcat can utilize its social media platforms to celebrate significant achievements of customers using Bobcat equipment. This could include highlighting how specific equipment has contributed to their success, thereby fostering a sense of community and loyalty. It is recommended to proactively search for Bobcat customers with interesting stories. These customers can be found for instance through collaboration with dealers, or through PR agents.

Engaging Younger Audiences

A crucial element is engaging younger audiences, which involves leveraging modern content formats and platforms where younger users are most active, such as TikTok. This is important for the company, as it is obvious that within a couple of years the young demographic will become the Bobcat target audience, joining the older demographic. Here, Bobcat can develop targeted campaigns that use features like filters and music. Furthermore, as TikTok very popular on TikTok are the dances by the creators, Bobcat can try to create a choreography with its machines on one of the songs that are trending at the moment. It is suggested to develop quarterly pilot campaigns on TikTok within the upcoming year as an entry into the world of the younger demographic (users aged 18-30).

3.5.3 Advanced Content Strategies

Leverage YouTube Content on Meta Platforms

Integrating video content from YouTube into Meta platforms like Facebook and Instagram can also maximize reach and enhance engagement. This can be achieved through a monthly cross-promotion strategy that utilize YouTube video previews on Facebook and Instagram to direct traffic to full videos, thus increasing both reach and watch time on YouTube. Employing short, engaging clips from longer videos as teasers or ads within Meta platforms can capture interest and drive interactions.

Improving Content Strategy for Enhanced Engagement

The evaluation highlighted the need for more varied content types during events. Incorporating dynamic and succinct video content, especially for Instagram, can cater to audience preferences for concise and direct product information. Moreover, integrating short engagement content suited for Stories formats will enhance interactions, particularly during live events. Depending on the length of the event, it is recommended to share 1-2 dynamic video clips per day on Meta platforms. This approach aligns with Jansová's (2024) recommendation for more agile content production, allowing Bobcat to respond quickly to real-time events and maintain audience interest.

3.5.4 Customer Engagement and Experience

Enhancing customer engagement and experience is crucial for Bobcat EMEA as it seeks to solidify its market position and foster lasting relationships with its clientele. Here are several strategic recommendations aimed at elevating the customer experience and enhancing engagement across various touchpoints.

Increase Posting Frequency

Maintaining a consistent presence on social media is essential, thus increasing the posting frequency is recommended. Implementing a structured content calendar across all platforms ensures regular engagement, utilizing a mix of educational content, behind-the-scenes looks, and user-generated content to keep the social media feeds fresh and interesting. At the moment, Bobcat is posting on Meta platforms 2-3x per week. It is recommended to increase the posting frequency to five times per week during workdays on the Meta platforms, which aims to result in a 5% increase in the engagement on these channels.

Furthermore, a strategic use of Instagram Stories involves posting daily to keep the audience engaged with fresh content that includes behind-the-scenes footage, new product teasers, and interactive elements like polls or questions. This must come hand in hand with thorough content planning, to be able to upkeep daily posting on Instagram Stories.

Utilizing the 'Highlights' feature to categorize and save stories that provide long-term value, such as tutorials, testimonials, or major announcements, ensures that valuable content remains accessible. It is suggested to maintain a daily Instagram Stories engagement rate of at least 5% and achieve a 10% increase in follower interaction within three months by consistently providing fresh and engaging content tailored to audience preferences.

Social Media Utilization

Two-way communication on social media: Enhance the use of social media as a two-way communication channel. Encourage and actively respond to customer inquiries, feedback, and discussions on Facebook, Instagram, and LinkedIn. This approach will not only improve customer satisfaction but also increase engagement by making customers feel heard and valued. Aim to respond to 80% of customer inquiries within 24 hours across all social media platforms and observe what effect it will have on the engagement in the comments section.

User-generated content promotions: Run campaigns that encourage customers to share their own stories and experiences using Bobcat equipment. Feature these stories prominently on social media and the company website to enhance community feeling and brand loyalty.

Customer Support and Education

Enhanced support services: Streamline customer support by providing comprehensive online resources, including FAQs, how-to guides, and troubleshooting videos. Ensure that support is easily accessible through multiple channels such as phone, email, live chat, and social media.

Educational content and training: Offer regular training sessions and educational content that helps customers maximize the utility of their Bobcat equipment. This could be executed through online courses, instructional videos, and live training events, possibly leveraging AR and VR for more immersive learning experiences.

Leveraging Technology and Innovation

Augmented Reality (AR) and Virtual Reality (VR): Consider the possibility of implementing AR and VR application. Develop AR applications that allow potential customers to visualize Bobcat equipment in their own projects through their mobile devices. At trade shows, offer VR experiences where attendees can virtually operate the latest Bobcat machinery.

Interactive Web Features: On the Bobcat website, introduce interactive elements such as a custom equipment configurator tool, which helps customers build and visualize their optimal machinery setup based on their specific needs. This should aim to bring a 10% increase in website leads within one year.

3.5.5 Event Marketing and Trade Show Strategy

Enhance Flexibility and Real-Time Content Production

As previously mentioned, optimizing Bobcat's presence at trade shows and exhibitions is pivotal. The ability to quickly adapt and produce content that captures the essence of real-time events is crucial. This requires a high degree of flexibility and responsiveness in content production, especially during trade shows where capturing dynamic and succinct video content can significantly enhance audience engagement. These videos should be concise, capturing key moments and interactions that showcase Bobcat's products and the atmosphere of the event. This strategy ensures that the content remains engaging and digestible, making it ideal for sharing across various platforms where quick, impactful content performs best. Implement virtual reality setups where attendees can experience operating Bobcat equipment in a simulated environment. It is important for the content specialist to prepare the speakers well in advance and receive confirmation that the speakers agree on what their key points will be. This can improve the success of capturing footage when already present at the fair. It may happen that the speakers can be nervous or doubtful of speaking, then it is recommended to create the videos pre-event, while there are no customers or other audience at the event to minimize the distraction for the speaker.

Strategic Use of Instagram Stories and Real-Time Videos

Furthermore, the strategic use of Instagram Stories and real-time videos during trade shows is essential. Instagram Stories offers an excellent platform for providing live updates and behind-the-scenes glimpses, which can effectively capture the audience's attention and draw them into the event's atmosphere, even from afar. As previously discussed, continuous video updates allow Bobcat to maintain a constant connection with its audience, providing them with real-time insights into the happenings of the trade show. It is recommended to post 5-10 relevant real-time stories per day during the trade show, as this can raise the interest of the Instagram audience in the event. The Stories should also include a CTA, including links to the website of the showcased products directly in the Stories, so that the interested audience can be engaged

for a longer period of time. This approach not only keeps the audience informed but also helps in building anticipation and excitement throughout the event's duration.

These strategies are integral to creating a vibrant and interactive digital presence at trade shows, which can transform traditional perceptions of such events. By leveraging the immediacy and visual appeal of platforms like Instagram, Bobcat can ensure that its digital strategy aligns with contemporary marketing practices, thereby enhancing engagement and strengthening its brand presence at major industry events.

3.5.6   Strengthening Dealer Networks

Bobcat's approach to expanding its market presence and reinforcing dealer networks hinges on a strategic blend of training, collaboration, and localized support. This multifaceted strategy focuses on empowering dealers with the necessary tools and knowledge to execute effective marketing strategies that resonate with local markets.

Training and Educational Initiatives for Dealers

A crucial aspect of this strategy is the training and education provided to dealers. By offering comprehensive digital marketing tools and resources, Bobcat enables dealers to effectively navigate and utilize various marketing platforms, ensuring their strategies are both innovative and impactful. Conduct monthly webinars or workshops for dealers, covering topics such as social media marketing, SEO, and content creation, resulting in a 15% increase in dealer engagement on their social media channels within six months.

Moreover, fostering an environment where dealers can share their success stories encourages a sense of community and collaborative growth. These shared experiences not only inspire but also create a repository of real-world insights that dealers can draw upon to enhance their marketing efforts.

Localized Strategies and Dealer Empowerment

Additionally, Bobcat recognizes the importance of localized strategies that cater specifically to regional demands and preferences. This acknowledgment drives the development of marketing initiatives that address unique local challenges and opportunities, enhancing both relevance and effectiveness. It is important to provide dealers with support and resources for them to be able to execute regional, local marketing initiatives, targeting their local customers, which Bobcat as the manufacturer cannot. Empowering dealers through targeted training and resources equips them to implement these localized strategies successfully, enabling them to become more effective advocates of the Bobcat brand in their respective markets.

4 Conclusion

This thesis explores the significant role of social media marketing in todays environment, highlighting various online marketing strategies and their impacts on consumer perceptions and business outcomes. The theoretical part described the landscape of online marketing, focusing on various strategies that can be leveraged on key social media platforms such as Facebook, Instagram, LinkedIn, YouTube, and others. It is clear from both the theoretical part, as well as the analytical part, that social media networks are now essential tools in the marketing mix of companies, even for construction equipment manufacturers, such as the company Bobcat, as they provide unique opportunities for brand engagement, customer interaction and loyalty, as well as targeted advertising in form of digital campaigns.

This research underlines the importance of creating content that not only engages the audience but also strategically communicates the business intentions. Each social media activity or campaign aims to either build brand awareness through awareness campaigns or generate sales through performance campaigns.

The encountered limitations of this study include the time constraints of the executed research, as well as the challenges of different platforms and content formats, illustrating the complexity of effectively managing a EMEA region wide social media presence from a single account on each social media platform. Further limitations were the internal resources when creating content, as Bobcat is a large company, it requires focused alignment with all key stakeholders for the planned content to happen.

The investigation into Bobcat EMEA's social media marketing efforts within the realm of construction equipment manufacturer industry shows the significant impact digital marketing has on the brand, as well as the sales outcomes. The thorough research included an interview with the digital marketing manager in Bobcat, which offered in-depth qualitative insights. Furthermore, a dealer survey was conducted with 51 respondents, offering information of the more practical, „field" knowledge of Bobcat dealers across the EMEA region. Additionally, various Bobcat internal materials contributed into understanding the realm of digital marketing at Bobcat. All of these insights served for the setting up of the online marketing strategy and content plan for the trade show LogiMAT, which was created, executed, and evaluated. The practical application of these strategies at the LogiMAT 2024 trade show, as detailed in this thesis, revealed the effectiveness of the implemented recommendations which were crafted and recommended by the author based on a comprehensive analysis of existing practices and innovative approaches observed in the company and in the industry. The results from the trade show campaign confirm the efficacy of the strategies in increasing brand visibility, enhancing engagement, and driving lead generation, supported by the strategic use of targeted content and interactive digital platforms. Nevertheless, there are also points for improvement for future events and trade shows.

The research provides the insight that Bobcat is maintaining a strong online presence, with high audience engagement. However, even though the engagement is high, the key findings have emerged and revealed crucial areas for improvement. It was found that Bobcat's content planning and posting frequency are not optimized to maintain a consistent and engaging online presence. It is, therefore, recommended to raise the posting frequency on Meta platforms from 2-3x per week to 5x per week, as well as posting every weekday on Instagram Stories. This requires carefull content planning to ensure the company has enough assets to share during weekdays.

Furthermore, this thesis recommends a strategic realigment of Bobcats marketing efforts to achieve a better balance between brand building and sales actiovation. By reallocating marketing efforts and budget more efficiently to a 50/50 balance, Bobcat can better harness the potential of social media to foster customer loyalty and enhance sales outcomes. Emphasizing emotional brand storytelling and increasing interactive engagements on platforms like Facebook will help in building a community around the brand and increase brand loyalty. Additionally, embracing innovative technologies such as Augmented Reality and Virtual Reality at trade shows and in digital media can provide immersive experiences that attract and engage both existing and potential customers, including the younger demographic. Related to that is also the recommendation to explore TikTok, as platform allowing the brands to connect with a younger demographic. It is recommended that the company starts with pilot campaigns, once per quarter to evaluate the effectiveness of the platform.

Key findings also reveal that a number of dealers are lacking basic digital marketing skills, by which they are hindering the potential of using social media marketing in their local regions. It is advised that Bobcat puts focus to this matter and creates a training plan for the dealer to support them in their online activities.

By implementing the recommended strategies, Bobcat can enhance its digital presence, ensuring sustained growth and a competitive edge in the construction equipment market in EMEA. This thesis connects the theoretical foundation and practical application, providing Bobcat with actionable strategies to navigate the complexities of digital marketing and to fully realize its potential in the digital era.

This analysis not only deepens academic understanding of social media marketing strategies but also provides practical guidance for businesses looking to leverage digital platforms for growth. By incorporating recommendations based on the mentioned insights in this thesis, other organizations can get inspired and adopt these strategies for their own purpose to enhance their brand's market presence and digital efficiency.

In conclusion, this thesis not only contributes to academic knowledge but also provides practical insights that can be applied directly to enhance digital marketing strategies in a competitive and globalized market. The strategies discussed herein are essential for any organization aiming to leverage digital marketing effectively to meet both current and future market demands.

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Appendix

Appendix 1 Survey questionnaire for Bobcat dealers

Introduction:

Thank you for participating in our survey. Your insights are valuable to us as we improve Bobcat's social media presence to better support our dealers and audience. Your responses will help shape our future strategy, so we appreciate your time and honesty.

Section 1: Dealer Information

1.1. Dealership Name:
1.2. Role at Dealership: [Dropdown: Sales, Marketing, Management, Other (please specify)]
1.3. Location (City/Region):
1.4. Years in Partnership with Bobcat: [Dropdown: 1-3 years, 4-6 years, 7+ years]

Section 2: Social Media Usage

2.1 Which of our social media platforms are you familiar with? [Checkboxes: Facebook, Instagram, LinkedIn, YouTube, TikTok]

2.2 Which platform do you believe is most effective for engaging with our target audience? [Radio button: Facebook, Instagram, LinkedIn, YouTube, TikTok]

Section 3: Social Media Content

3.3 How relevant do you find the content we post on our social media platforms to your customers? [Scale: 1 (Not Relevant) to 5 (Highly Relevant)]

3.4. Which type of content do you find most engages the audience? [Checkboxes: Images, Videos, Testimonials, Product Information, Other (please specify)]

3.5 In your opinion, what is the ideal balance between promotional content and informative/educational content? [Scale: 1 (All Promotional) to 5 (All Informative)]

3.6 To what extent do you believe our social media presence influences customer decisions and sales? [Scale: 1 (No Influence) to 5 (High Influence)]

Section 4: Competitive Comparison

4.7 Compared to our competitors, how would you rate our social media presence and activities? [Scale: 1 (Far Behind) to 5 (Far Ahead)]

4.8 Are there practices from our competitors' social media strategies that you find particularly effective or appealing? [Open text]

Section 5: Your Social Media Strategy

5.9 What are your main goals with social media marketing for your dealership? [Open text]

6.10 Which social media platforms do you actively use for marketing? [Checkboxes: Facebook, Instagram, LinkedIn, Twitter, YouTube, TikTok, Other (please specify)]

6.11 What type of content forms the core of your strategy? [Checkboxes: Product showcases, Educational content, Customer testimonials, Behind-the-scenes, Promotions and offers, Live interactions, User-generated content, Other (please specify)]

6.12 How often do you post on your primary social media platforms? [Dropdown: Daily, A few times a week, Weekly, A few times in a month, Monthly, Less than monthly]

6.13 How do you measure the success of your social media activities? [Checkboxes: Engagement rate, Follower growth, Website traffic, Leads/sales generated, Brand awareness, Customer feedback, I don't measure it, Other metrics (please specify)]

Section 7: Feedback and Suggestions

7.14 What areas of our social media marketing strategy do you think need improvement? [Open text]

7.15 How can we better support our dealers through social media? [Open text]

7.16 Please provide any additional comments or suggestions you have regarding our social media marketing strategy. [Open text]

Source: Own research (2024)

Appendix 2 Bobcat dealer survey results

Evaluation of the survey results		
How long is your dealership in partnership with Bobcat?		
Partnership Duration	**Absolute Frequency**	**Relative Frequency**
10+ years	33	64.7%
7-10 years	8	15.7%
4-6 years	6	11.8%
1-3 years	4	7.8%
What is the size of your dealership in terms of number of employees?		
Employees	**Absolute Frequency**	**Relative Frequency**
50+	19	37.3%
20-50	17	33.3%
10-20 empl	12	23.5%
1-10 empl	3	5.9%
Which of our social media platforms are you familiar with?		
Platform	**Absolute Frequency**	**Relative Frequency**
Facebook	41	80.4%
Instagram	34	66.7%
LinkedIn	32	62.8%
YouTube	31	60.8%
TikTok	11	21.6%
Which platform do you believe is most effective for engaging with our target audience?		
Platform	**Absolute Frequency**	**Relative Frequency**
Facebook	26	51.0%
LinkedIn	9	17.7%
Instagram	8	15.7%
YouTube	6	11.8%
TikTok	2	3.9%
How relevant do you find the content we post on our social media platforms to your customers?		
Relevance Level	**Absolute Frequency**	**Relative Frequency**
Not relevant	1	2.0%
Slightly relevant	1	2.0%
Moderately relevant	14	27.5%
Very relevant	22	43.1%
Extremely relevant	13	25.5%
In your opinion, which type of content is most engaging to our target audience?		
Content Type	**Absolute Frequency**	**Relative Frequency**
Videos	44	45.4%
Images	19	19.6%
Product Information	19	19.6%
Testimonials	15	15.5%
Which social media platforms do you actively use for your marketing?		
Social Media Platform	**Absolute Frequency**	**Relative Frequency**
Facebook	40	78.4%
Instagram	29	56.9%
LinkedIn	26	51.0%
WhatsApp	22	43.1%
YouTube	16	31.4%
TikTok	4	7.8%
Twitter (X)	1	2.0%
What type of content forms the core of your strategy?		
Content Type	**Absolute Frequency**	**Relative Frequency**
Product showcases	40	19.7%
Machines sales	29	14.3%
Promotions and offers	26	12.8%
Customer testimonials	39	19.2%
Educational content	36	17.7%
User-generated content	33	16.3%
How often do you post on your primary social media platforms?		
Posting Frequency	**Absolute Frequency**	**Relative Frequency**
Weekly	18	35.3%
A few times per week	13	25.5%
A few times per month	7	13.7%
Daily	6	11.8%
Less than once a month	4	7.8%
Monthly	1	2.0%
How do you measure the success of your social media activities?		
Success Measurement	**Absolute Frequency**	**Relative Frequency**
Customer feedback	23	18.4%
Follower growth	23	18.4%
Leads/sales generated	21	16.8%
Engagement rate	20	16.0%
Website traffic	16	12.8%
Brand awareness	15	12.0%
I don't measure it	7	5.6%

Note: Results of the close-ended question

Source: Own research (2024)

Appendix 3 Semi-structured interview questionnaire for the digital marketing manager

Introduction

Understanding the Current Strategy

1. Can you outline Bobcat EMEA's current social media marketing goals?

2. Which social media platforms are central to Bobcat EMEA's strategy, and why?

3. How do you identify and target your primary audience on each social media platform?

4. What are the engagement rates of each social media platforms?

5. Which social media platform has been most effective in achieving your marketing goals, and why?

6. How is social media strategy integrated with Bobcat EMEA's overall online marketing strategy?

Online Marketing Strategy

7. Beyond social media, what are the key objectives of Bobcat EMEA's online marketing strategy?

8. What other digital channels are utilized, and how do you determine the mix?

Lead Generation

9. What role does social media play in your lead generation strategy?

10. How do you convert social media followers into leads or customers?

11. How is social media integrated into the lead nurturing process?

Online Campaigns

12. Could you describe the process of planning and executing an online marketing campaign?

13. How do you target and personalize campaigns, and what tools or technologies are used?

14. What metrics or KPIs are crucial for evaluating campaign success?

15. Can you share details of your most successful online marketing campaign and its impact?

16. How are strategies adjusted based on campaign performance?

Innovation and Trends

17. How does Bobcat EMEA adopt new technologies or platforms for online marketing?

18. Have any recent online marketing trends significantly impacted your strategy?

Collaboration and Cross-Functional Teams

19. How does the online marketing team collaborate with sales for lead generation and nurturing?

20. Is there a feedback mechanism between online marketing and product development teams?

Challenges and Future Directions

21. What are the biggest challenges currently faced in online marketing efforts?

22. Based on current trends and results, how do you plan to evolve the online marketing strategy?

Feedback on Our Social Media

23. How well does our current social media strategy align with dealers marketing efforts?

24. How can we better support our dealerships through social media?

Open-Ended Feedback

25. Based on your experience, what strategic suggestions do you have for improving Bobcat EMEA's social media presence?

Source: Own research (2024)

Social media marketing strategy for the selected organization

Klára Nentvichová, KEMMA04

Issues adressed

Introduction

investigating the social media marketing strategies of Bobcat EMEA. The focus in on how digital platforms can be optimized to enhance brand visibility and deepen customer engagement.

Problem

Inconsistency in the effectiveness and strategic implementation of digital marketing tools. Need to identify critical gaps and challenges in Bobcat's current social media strategies that could be limiting their market potential and customer interaction.

Approach

Theoretical research and practical qualitative and quantitative research methods to craft a strategic framework.

Solution process

Source

- Interview with Bobcat's digital marketing manager
- Surveys with 51 Bobcat dealers across the EMEA region
- Extensive review of internal documents.

Collection

Data collected through a semi-structured interview and an electronic survey distributed to dealers, ensuring a diverse and comprehensive set of perspectives on the effectiveness of current social media strategies

Processing

The collected data was analysed to identify patterns in social media usage and effectiveness

This analysis informed the development of strategic recommendations tailored to enhance Bobcat's digital marketing practices and address the identified gaps

Results of research

The results of the work showed these key points:

→ **Gap in advanced digital marketing**: Identified significant gaps in the use of advanced digital marketing techniques, impacting Bobcat's potential to enhance brand visibility and customer engagement.

→ **Inconsistencies in content strategy**: Revealed inconsistencies in content planning and posting frequencies, which affect Bobcat's ability to maintain a continuous and effective online presence.

→ **Skill gaps among dealers**: Discovered that a substantial number of Bobcat's dealers lack the necessary digital marketing skills, hindering their effective use of social media for outreach and sales.
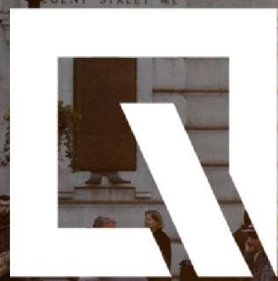
Recommendations

Based on the research results it is recommended to:

→ **Enhance digital marketing training:** Develop and implement trainings for dealers to improve their digital marketing competencies, focusing on social media utilization and digital tools.

→**Standardize content strategies**: Establish consistent content planning and posting frequency to ensure an effective online presence on Meta platforms

→**Leverage advanced technologies**: Consider to integrate advanced digital marketing tools, such as augmented and virtual reality, to enhance interactive customer experiences and brand engagement.

Conclusion

This thesis has shown the critical areas where Bobcat can enhance its digital marketing strategy, particularly in advanced digital techniques and dealer training.

The solution is an integrated marketing approach that balances brand building with sales activation, using consistent, high-quality content to improve engagement and customer loyalty.

The issue was moved forward thanks to research that combined theoretical frameworks with practical insights from Bobcat's operations, highlighting effective strategies for future implementation.