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DIGITAL MARKETING STRATEGIES IN THE RELATIONSHIPS OF BUSINESS ORGANIZATIONS

AUTOREVIEW

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The dissertation has a volume of 249 pages which of 230 - actual part and 19 pages – applications. The dissertation is developed in an introduction, four chapters, a conclusion, used literature and applications.

The content is illustrated with 25 figures, 20 tables and citing 196 information sources, of which - 31 in Bulgarian, 122 in foreign languages and 43 regulatory and internet sources. The author presents the Declaration of Originality and Authenticity of the Thesis. The dissertation is available to the interested persons in the Rectorate of the IBS and on the University's website.

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GENERAL CHARACTERISTICS OF THE DISSERTATION

Actuality

With the development of the digital environment and its tools, more and more opportunities for communication and consumer awareness are created. Territorial restrictions are removed and greater freedom of action is created for carrying out business operations. The problem is in the full integration in the digital environment, missing opportunities, as well as the proper development of marketing mix in the digital environment. The companies in Bulgaria actively use the opportunities for IT and the Internet in their own activity for communication and in the correct management policy, which eventually included them in the strategy for managing the relationships with their customers. The digital environment makes it possible to include the smallest business units in the global market and puts them in new relationships, in a new environment with their customers, which helps to increase global competition.

At the same time, the expectations of modern users in a digital environment are for sufficient awareness and convenience in their use. Customers are fickle, impatient in the internet and digital space.[1] They should not be expected to put much effort into searching for information online. They should not be expected to do much to search for online information. Companies are strongly connected to customers and each other in the digital environment, and a flawless virtual network becomes a vital asset.[2] In case the company's competitors are easier to find, their products and services are visible in the digital environment, potential customers turn to them and reorient themselves to them.

In this new digital environment, the orientation of business organizations' relationships with their customers requires new approaches or even a change in the market paradigm.

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[1] Балтова, С., Янева, Р. (2020). Апробиране на модел за дигитални маркетингови стратегии при взаимовръзките на бизнес организациите чрез казусен метод: Част 1- Методология, Цифровата трансформация – бизнес, образование, наука.Издателство на МВБУ. с.114 – 130.

[2] Murphy, D. (2019, 30 January). Digital Marketing Assets You Must Control and Protect, https://masterful-marketing.com/digital-marketing-assets/.

Especially in times of crisis, innovation shifts the focus to what matters to people.[3] Easily identify their potential buyers, and buyers in turn can identify the best manufacturers and traders, as well as their products. Digital marketing seeks opportunities to attract and retain users for as long as possible by building lasting relationships with them. In these cases, customers are given the opportunity to participate in creating the consumer value of the product.

According to a survey, 44% of companies focus on attracting customers and 18% focus their efforts on retaining them. According to the same study, attracting customers is 5 times more expensive than retaining them, and an increase in loyal customers could lead to an increase in revenue by 25% to 95% [4].

Companies in Bulgaria are adapting relatively slowly to the new digital environment towards companies in other countries, rather than a large proportion of online users.

This is a major reason for reducing competitiveness and lost profits for companies in Bulgaria, provided for dynamic development of the digital environment and technological upturn.

These trends determine the importance of creating a marketing strategy and using the opportunities of digital marketing to support the digital transformation and growth of companies.

In these cases, creating a digital strategy is often a challenge for companies, as many companies realize how important the Internet and digital channels are to acquiring and retaining customers.

A number of studies have shown that approximately 50% of companies do not have a clearly defined digital marketing strategy, and many of them are not active online. [5] Innovation in digital marketing – inbound marketing is the natural, non-violent, attracting users to the brand and accompanying and turning them into loyal customers. [6]

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[3] Cassel, D. (2020, 12April) How technology helped us through the 1918 flu pandemic, New Stack.
[4] Customer Acquisition Statistics And Trends,
https://visual.ly/community/Infographics/business/customer-acquisition-statistics-and-trends?utm_source=visually_embed, [посетена последно на 26.04.2020].
[5] Цокева, С. (2019), Стратегия за дигитален маркетинг – стъпка по стъпка, Капитал, https://www.capital.bg/biznes/stoki_i_prodajbi/2019/12/11/3986918_strategiia_za_digitalen_marketing_stupka_po_stupka/# [последно посетен на 26.04.2020].
[6] Cardona, L. (2019, 26 december). 15 Inbound Marketing Trends for 2020.
https://www.cyberclick.net/numericalblogen/15-inbound-marketing-trends-for-2020.

Relationship marketing and inbound marketing are similar, with the difference that inbound is mainly developed in the online environment. The ability to have a model for evaluating marketing activities in the relationships of business organizations with their customers, as a result of a digital marketing strategy, is of interest in both theoretical and applied aspects.

This type model may have weaknesses in terms of universality and general applicability.

The interest in learning and modelling should focus on the use of different tools to respond to the information held by individual business organisations. Scientific results of studies and statistical information have been reviewed for the purposes of the survey. The analysis of literary sources presented in the first chapter of this work confirms that marketing plays a key role in the strategic planning of companies in their relationships with customers and ensuring a competitive advantage.

The subject of the research is the specific capabilities of digital marketing strategies as a tool (inbound marketing strategy) of business organizations in managing the relationships with their customers to achieve efficiency. Business organizations enter into different relationships with them in order to provide information about their intentions.

Object of research are the relationships of business organizations with their customers, which can be managed through digital marketing strategies.

Purpose of the of the dissertation is to develop an innovative model for businesses in defining strategic and effective marketing activities in digital environment.

To achieve this, the following needed to be done:
- To clarify what they are and how to distinguish between different tools for implementing inbound marketing in a digital environment;
- To clarify how these tools are implemented when planning a marketing strategy;
- Determine how the effectiveness of inbound marketing and relationship marketing is measured;
- Bring out the benefits for business organizations in applying

inbound marketing and marketing of relationships.

The following tasks are assigned:
- To review the characteristics and specificities of marketing approaches: inbound marketing and marketing relationship and clarify their role in managing the relationships of business organizations;
- To establish a mechanism for assessing the effectiveness of marketing activities using digital marketing tools;
- To develop a methodology for evaluation and analysis of the marketing activities of business organizations in planning digital marketing strategies;
- To develop and test a model for planning digital marketing strategies in the relationships of business organizations;
- To outline recommendations and initiatives for managing the relationships of business organizations through digital marketing strategies.

Research thesis and hypotheses

The main thesis in the study is that under the influence of new information technologies, the mechanisms, approaches and strategies of business organizations for managing their relationships are changing. A toolkit based on inbound marketing and relationship marketing to evaluate marketing activities can be essential to planning an effective digital marketing strategy.

Working hypotheses

Hypothesis 1: Inbound marketing is still unknown to most companies in Bulgaria, which limits its application.

Hypothesis 2: Most companies in Bulgaria focus mainly on attracting new customers rather than retaining and developing relationships with them.

Hypothesis 3: In planning and implementing effective digital marketing strategies, businesses monitor data obtained in analytical software tools for monitoring, but do not comply to them.

Research methodology

For the purposes of the research, various scientific and applied methods and tools for review and analysis were used

- **Theoretical methods**

    - **Literary overview** – the dissertation reviewed secondary sources of information from Bulgarian and foreign studies, examples of good practices, theories and research on the topic worldwide. The study covers the results of scientific studies on the topic between 2009 and 2020, mostly using data from the period 2014-2020. In the study, the author also looked at older scientific works to clarify marketing terms and concepts.

- **Empirical methods**
    - **monitoring** – systematic and targeted perception of individual survey sites (corporate business units operating online), fixing behavior, properties and characteristics.
    - **exploration** - a survey of 117 companies engaged in online trading was conducted to justify and develop the model. Another online poll has been conducted to collect quantitative data. Data on the topic examined was obtained from 100 experts in the field of marketing, advertising, digital media, PR and managers for presentation and categorization of indicators for evaluation of the research approach. Subsequently, they are involved in the synthesis and design of a model for planning the marketing strategies of companies. The evaluation model is also adapted to an interview method by which it is approbated in a company eligible for an object of research. Empirical research was carried out between May 2019 and May 2020, reflecting expert assessments and understandings of the concepts and problems studied at that period.
    - **expert assessments** – the combination of indirect monitoring and opinion drilling in order to attract evaluators, as well as obtaining their assessment, is at the heart of the model.
    - **testing** – experimental tests of the finished product are presented. A case study is presented – implementation of a model for planning digital marketing strategies in the interconnections of business organization "X".

Limitations and challenges of the dissertation study

- The research covers only business organizations that realize relationships with end customers.
- In terms of sales - companies with a permanent presence on the Internet;
- Allows research only of business organizations that have quantitative information on the proposed criteria or the available information can be objectively valued or characterized.
- Verification of the model is done by a case method, by one company and monitoring of two events. This provides an opportunity to track and analyze the current state of the company, the change in the first and second events, based on diagnostics carried out through the model and implemented strategies from the model;
- The developed research tools evaluate and diagnose the marketing strategy at a given time;
- approbation model offers solutions to various estimates to retain the achieved level or improve where necessary.

Structure of the dissertation work

The structure of the dissertation is composed according to the subject and the object, the goals and the formulated tasks for their achievement. This study is developed in an introduction, four chapters, a conclusion, used literature and applications.

The content of the first chapter is aimed at presenting the conceptual foundations of relationship marketing. The types of relatioships and the factors influencing their change are derived and defined. Through the influence of different factors are combined options in scenarios. Each scenario presupposes appropriate reactions and requires a strictly individual approach. The second chapter presents the types of marketing strategies and models for applying marketing relationships. The relationships in traditional and digital environment are synthesized. A specific marketing approach for digital marketing strategies, the

connection between online and traditional marketing is presented. The focus is on formulating the basic toolkit for applying rellationships in a digital environment. Chapter three contains the technical description and algorithm of the complex model for evaluating marketing activities when planning marketing strategies in a digital environment. The design of the innovative model is based on the existing performance indicators in a digital environment. A specific algorithm was used to categorize performance indicators. In the last chapter, the exhibition reveals the overall experimental research - methodology, testing, analysis of results and proposing solutions. Approbation involves going through successive steps arranged in a specific algorithm. As a tool for checking the model, a case study method was used, based on data derived from an in-depth interview. The case includes two real communication campaigns, after which the model is applied step by step for each campaign. The results of the first campaign are grounds for proposing concrete solutions. The analysis of the second campaign shall take into account the effectiveness of the measures applied in the first, the degree of improvement and the need for additional prevention.

In conclusion, summaries are made on the researched topic, as well as the relevance of the results of the proposed model.

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CHAPTER ONE
THEORETIC AND METHODOLOGICAL FOUNDATIONS OF RELATIONSHIP MARKETING. ASPECTS OF STRATEGIC RELATIONSHIP MARKETING

1.1.   Evolution of marketing concept. The essence of relationship marketing
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3.1.   Efficiency of marketing activity in a digital environment
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SUMMARY OF THE DISSERTATION

THEORETIC AND METHODOLOGICAL FOUNDATIONS OF RELATIONSHIP MARKETING. ASPECTS OF STRATEGIC RELATIONSHIP MARKETING

Chapter one is of a theoretic methodological essence. The evolution in the development of marketing and the differences between marketing concepts from Marketing 1.0 to Marketing 4.0 are presented.

Presented definitions of marketing relationships of different researchers, the model of the six markets and the types of relational exchanges and company partnerships, in order to emphasize the main object of study. The focus is on key mediator variables such as: engagement, trust, cooperation.

The following conclusions have been drawn:

1. The main disadvantage of most definitions is that they do not include the concepts of key customers (analog of correct customers, defined in the theory of inbound marketing).
2. There is a need for a change in marketing thinking and shifting the focus from transaction to exchange and building long-term relationships with customers, which will lead to loyalty and added value for both parties: on the one hand, consumer satisfaction with the product, and the other - for the company.
3. Consumers also take an active part in the process of adding value. Companies, in turn, are rewarded with additional benefits - recommended new customers, trust, corporate image and business expansion.

Figure 1 shows the relationship marketing scheme from the author's point of view. In its sense, the process of relationships is two-way, ie both customers and organizations are loyal to them. This leads to an increase in trust between them and the achievement of image again from the point of view of both parties. The benefit for the organization is the expansion of the business, and for the customer satisfaction and justified
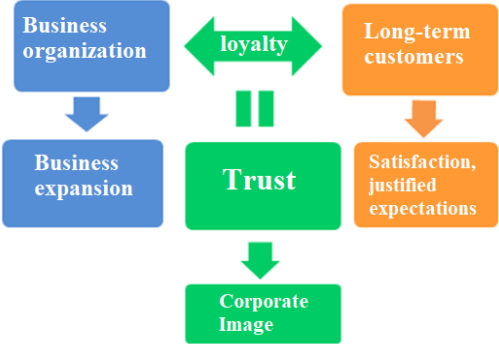
expectations.

Figure.1. Scheme of marketing of relationships with end customers author's

The research continues with the presentation of a comparative analysis of transactional marketing and relationship marketing. The idea of comparison stems from the trend in the development of marketing strategies in the direction of emphasis on personalization, commitment and the desire to create long-term relationships with customers. It is clear that the creation of consumer value for the customer is already a two-way process. The client is expected to be involved in this process, in the person of a partner and a brand defender.

At the end of the first chapter, 8 scenarios are described and each of them presents different relationships in the business-end customer relationship. The scenarios can be used as a basis to determine the expected opportunities in the business-end customer relationship responses.

MODELING RELATIONSHIP MARKETING IN THE CONDITIONS OF DYNAMICALLY CHANGING DIGITAL ENVIRONMENT

The process of strategic management of the communication and visualization of the marketing strategy towards the users of the organization includes systematic planning and realization of media and personal information flow, care of the image of the company to users and counterparties in the long term. It is known that about 70% of their time in everyday life, people spend in communication - reading, writing, talking, listening. Communication and visualization of the

marketing strategy requires providing information about the ideas, intentions, goals, products and services that the company presents on the market.

The application of a digital marketing strategy planning model in the interconnections of business organizations can be allowed at the control stage. The model gives an idea of the strategic direction applied and the possibilities for improvement. In order to identify the communication strategies applicable to the model, it is necessary to define the types of communication strategies described in the literature. The work presents the main types of communication strategies derived from different authors.

The dissertation presents models for the application of relationship marketing in a traditional environment and a reference is made - the relationship between offline and online relationship marketing through modern inbound marketing. Inbound marketing is a process of reaching and transforming interested potential consumers into consumers with the greatest potential for a real deal, as well as showing a deep interest in the company's products, services and solutions, prone to commitment and support of brand positions, by creating and pursuing organic tactics in online configurations. Essential elements of internet inbound marketing are interactivity and engagement. These two components offer an opportunity for traders to promote valuable relationships that go beyond the constraints of traditional media. Interactivity and engagement allow organizations to be in constant contact with customers or consumers who are interested in their product.

The analysis of the different author's approaches to inbound marketing makes it possible to summarize that it is essentially defined as a type of marketing (incoming), marketing tactics, marketing style, paving the way, through useful information and the process of reaching qualified users, open and intelligent communication. What all authors have in common in defining inbound marketing is a ***focus on communicating only with qualified potential users, through high-quality useful content and ultimately long-term relationships with potential customers.*** This is observed when the majority of consumers who have shown interest remain customers and are retained with the idea of promoting the product, spreading the word, sharing the content, etc. This idea draws our attention to the middle and below the average funnel line, precisely where the leeds are managed (leads falling under

the criteria for future customers, categorized by segmentation principles).

Inbound marketing works in the entire sales funnel, for each group of users in it with the appropriate specific tools, because **building relationships with end users, turning them into regular customers goes through the previous roles in the sales funnel.**

To simplify the sales funnel model through inbound marketing, we will assume that for every two stages of communication and movement of funnel users meets one, in which 2 types of users are combined - in the first stage, attracting customers, new visitors are positioned and those that fall within the segmentation criteria of the organization. The second stage is characterized by such users for whom the organization has enough information, and they in turn show serious interest in the product. At this stage, an exchange takes place, both as a result of a transaction and the provision of mutual benefits for both sites - e.g. content, product, personal information for users. At this stage, the focus is on retaining (retaining) users. The third stage differs from the first two in that there are real customers - on the one hand regular, defenders of the brand, promoters, on the other - customers recommended by the promoters or defenders of the brand. It is quite possible that they skip the first two stages of communication and fall directly into the base of the funnel. It is these additional users who would change the shape of the sales funnel (Fig. 2).

| ATTRACTING CUSTOMERS ➡ | New visitors + segmented users |
| CUSTOMER RETENTION ➡ | Right customers + potential leads |

Figure 2. Potential change in the sales funnel as a result of the development of customer relationships (creating relationships), (author's model)

Inbound marketing models for implementing marketing strategies in an online environment are presented - as a result of which the following conclusions can be made:

- The first model is a sequence of stages - attraction, transformation, closure, satisfaction, which are actually the result of the four stages of the AIDA communication model. It contains the ultimate goal of inbound marketing - turning potential customers into regular ones based on integrated marketing communication to build relationships and satisfaction;

- The second model presents inbound marketing as a purchase decision, process of attention, interest, desire, action.

- The third model is presented in six phases - corporate image, attracting customers, potential customers, satisfaction (convergence, not alienation), business analysis. In it, the corporate image is the starting and ending point. It contains the possibility for continuous analysis and correction in approaches and decisions, which makes it dynamic and constantly adaptable. At the same time, it follows the processes of the previous two models of inbound marketing - attracting potential customers, satisfaction, interconnection.

All models contain integrated inbound marketing and relationship marketing. Model analysis provokes the idea of a model to support the marketing strategy planning process, with mostly inbound activities,

and as a result of this strategy to establish long-term relationships and effective results, can be of great benefit to business. From the analysis of what is known in the literature, it was found that such a model has not been created.

In view of the needs of the research, a major toolkit has been brought up to support the development of relationships with customers in a digital environment. In particular, these are approaches and tools implementing incoming marketing tactics:

- Content marketing;
- SEO – search engine optimization
- Social networks and media;
- Brand-focused marketing communications;

Clarifying the essence of these tools supports the further shaping and modeling of a model for planning digital marketing strategies in the relationships of business organizations.

DESIGN OF A COMPLEX MODEL FOR PLANNING DIGITAL MARKETING STRATEGIES IN BUSINESS RELATIONSHIPS IN A DIGITAL ENVIRONMENT

The third chapter of the dissertation presents systems for monitoring and control of efficiency in organizations: systems for customer relationship management (CRM), marketing automation and business intelligence systems, their structure and specifics. It is summarized that CRM can be defined as an information store and the marketing automation system as an activity engine.

Metrics for measuring and optimizing marketing in a digital environment are synthesized and grouped. For the purposes of creating the model, it is necessary to derive those indicators that largely exist in the general case. One part of the indicators will be combined into one common indicator, another part will be dropped due to their complex nature. Some of them are also visualized in analytical tools such as Google Analytics. Conditionally, the indicators are divided into three groups:

- **Specific (communication) measures** – mainly related to the results of the communication activity of companies on the internet. Internet metrics are presented, some of which are only available to

organizations, CRM systems, and others are found in web analytics platforms for the general public. Since internet performance indicators are too many, attention is paid only to those of interest and related to the topic of dissertation.

- **Complex measures** – this group includes author's and relatively complex indicators, which are derived according to the specifics and nature of theories for inbound and marketing relationships.
- **Global (general) measures** - relevant for measuring the effect of the use of each element of the marketing mix. These measures are aimed at fulfilling the long-term goals of the company and signal the level of corporate image. They are directly related to the concept of 4P in marketing.

Indicators for measuring marketing activities to be integrated into a model for planning digital marketing strategies in the relationships of business organizations are included in a survey. The survey was conducted online with a sample of 200 freely selected experts or specialists dealing with marketing, advertising, PR, digital media or company managers, as well as another 200 online stores selected at random. The answers of the respondents are grouped according to their professional expertise - in the field of advertising, public relations, digital communications and management at different levels in the hierarchical structure of organizations.

The period of the survey is from September to October 2019. Twenty of the questions include a specific indicator and a choice between three main stages - a stage of attracting clients, a stage of retaining clients and a stage of developing the relationship with clients, as well as one answer in case the expert considers the indicator inapplicable (incomparable). In the questions posed in this way, 3 categories of indicators are arranged according to the three different stages in the course of the sales funnel. The last question concerns the professional specialization (competence) of the respondent, according to which the selection for the received sample of opinions was made.

To get a model in a tight form, some of the metrics are renamed, and the merged metrics get the following names:

- **The first criterion: "Criterion for assessing approaches in the attraction phase" includes the following indicators:**
- Number of communication channels/Prerequisite for creating popularity is renamed as an indicator of **"Accessibility"**

- Degree of optimization (SEO) – is renamed as a indicator **"Visibility"**
- Organic search traffic - indicator **„Organic search"**
- Indicator **„Dropout rate"**
- **The second criterion: "Criteria for evaluating the approaches in the detention phase" includes the indicators:**
  - Web Performance and content timeliness metrics are merged into one common **- „Contents – data timeliness and presentation"**
  - Webfunctionality is renamed **„Functionality"**
  - New vs. Repeat Visitors – New vs. Recurring Visitors is renamed **„Retention rate"**
  - Indicator – **„Conversion rate"**
- **In the third criterion: "Criterion for assessing approaches in the development of relationships" are the indicators:**
  - Bonus Content – renamed as "**Additional content**"
  - Prerequisites for creating customer relationships – renamed **„Reference"**
  - Prerequisites (conditions created) for confidence building – it is renamed as an indicator of **„Trustworthiness"**
  - Average session duration/Time on site and Average number of pages visited during a single session are merged into a common metric **„Activity".**

The model for planning digital marketing strategies in the relationships of business organizations gives a real idea of companies with a lasting internet presence, developing their activity in consumer markets, to assess at each stage of communication with the customer what are the strengths and weaknesses in their applied marketing approach, and outlines the scheme for their sales funnel. At the same time, the evaluation of global indicators gives a real idea of the effectiveness of the marketing activity in the selected marketing toolkit.

The importance of factors influencing the local business environment as a model can be assessed by drawing up a matrix of single criteria applicable to the different economic sectors and organisations implementing their products and/or services on consumer markets in the B2C segment.The importance of the factors that influence the local business environment as a model can be assessed by developing a matrix of uniform criteria applicable to different economic

sectors and organizations selling their products and/or services in consumer markets in the B2C segment. The methodology of the matrix is subordinated to the multidisciplinary scientific approach, due to the complex economic-applied essence of the problem.

The model comprises three main parts:

• **Part 1** – Evaluation of the marketing approach through analysis of the tools used;
• **Part 2** – Analysis and evaluation of global performance indicators.
• **Part 3** – Integral assessment - a combination of the assessments of the first two parts.
The model requires an analysis of qualitative and quantitative indicators. Each of these indicators has a weight of significance determined by expert assessments.

Most of the quantitative indicators are derived from analytical systems for tracking the results of marketing campaigns on the Internet, such as Google Analytics, and the quality is monitored and evaluated by specialists responsible for online communication with customers in business organizations. In order for the results to fall into a matrix, a form of the checklist type is filled in, where the specific results from the filled in data are displayed.

The purpose of the model is to assess the role of the various forms and tools used by organizations in the Internet environment. To achieve this goal, a matrix with uniform criteria is developed. The model can be applied to any business organization that communicates with real and potential customers on the Internet and which assumes repeatability of orders from end customers, and the results allow comparability. The model assumes a wide range of users - companies and organizations with a permanent presence on the Internet, which carry out online sales. The convenience of the model lies in the ability of each user to use it, analyzing the approaches that are applied in the Internet space. The necessary information is public and there are no restrictive legal conditions for its use for various analyzes and assessments. The information sources for data collection are different. Information from

ready-made tools is used to measure specific indicators that support the overall model set in the dissertation.

Restrictive conditions in the study are manifested in relation to some types of parameters:

- In terms of sales - companies with a permanent presence on the Internet;
- The model considers only the relationship with end customers, ie. building relationships in consumer markets;
- Includes indicators visible only to companies in analytics software for analyzing the effectiveness of marketing campaigns - (eg Google Analytics);
- Other part of the information, on specific indicators, can be derived from the software systems for customer relationship management (CRM), marketing automation and in general the databases of the organization. This information is particularly confidential to the company;
- The model also includes complex indicators, which are evaluated using tools for measuring them (Website.grader.com and similarweb.com).

The selected criteria must meet several main characteristics:

- To be equally applicable to all companies operating on the Internet, regardless of the sector in which they operate;
- To have a real measure (value, presence / absence);
- To be able to be determined at a given moment or period;
- To be distinguishable;
- Have a certain level of significance (weight).

Table 1 and Table 2 present the general structure of the first and second part of the model.

Table 1 General structure of the model

Part 1 - Evaluation of the applied marketing approach

Criteria group	Indicators	Weight
Criteria for evaluating the approaches in the attraction stage	Accessibility	0.04
	Visibility	0.04
	Organic search	0.04

	Dropout rate	0.03
Criteria for evaluating approaches in the retention phase	Contents – data timeliness and presentation	0.06
	Functionality	0.05
	Retention rate	0.03
	Conversion rate	0.06
Criteria for evaluating the approaches at the stage of developing mutual relationships	Additional content	0.07
	Reference	0.05
	Trustworthiness	0.06
	Activity	0.07

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Table 2 General structure of the model.
Part 2 - Analysis and evaluation of global performance indicators

	CLV vs. CAC ratio	0.15
Criteria for evaluating the effectiveness of the company's marketing activities	Coefficient of marketing return	0.15
	Coefficient of loyalty	0.10

Author: Ralitsa Yaneva

Part 3 - Integral (complex) assessment of the two criteria - marketing approach and global performance indicators.

The criteria in the matrix are mainly structured in two large groups: qualitative and quantitative**. The qualitative criteria** affect the information security with the respective communication tools, and **the quantitative ones** cover the value indicators, which are realized as a result of the activity.

- **Accessibility** - Web presence is guaranteed by the number of digital platforms through which companies inform the public and their potential users.

For the purpose of the research, three levels of web presence were regulated, depending on the number of owned digital platforms:

  o   From 0 to 2 platforms - low level

o   From 3 to 5 platforms - intermediate level;
o   Over 5 platforms - high level.

- **Visibility -** the extent to which the company is visible in search engines. Due to the difficulty of measuring this indicator, it is necessary to implement additional tools for optimization evaluation. The evaluation is taken from the website website.grader.com, by entering the url address of the company's website.
  o   From 0 to 10 - low level
  o   From 11 to 20 - intermediate level;
  o   Above 20 - high level

- **Organic search** - The results of the study by Nayar and Pandey 2016[7], show that 60% of organic traffic is due to search engine optimization. The following levels of organic search are determined:
  o   up to 30% - low level
  o   from 31% to 60% - average level
  o   over 60% - high level

- **Dropout rate** - an indicator whose values give an idea of the attractiveness of a website's content. Bounce rate is measured as a percentage (%) of dropouts, and is reported when users leave the website by visiting only one page, without interacting in any way, and without visiting another page of the same site. These one-page sessions have a relatively short duration which cannot be traced.

According to a study by RocketFuel, the dropout rate of most websites varies between 26% and 70%. The following levels of dropout rate are defined:

o   At Bounce rate values lower than 40% - high level;
o   At values of Bounce rate between 40% and 60% - average level;
o   At Bounce rate values higher than 60% - low level.

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[7] Nayyar, T., Pandey, A. (2016). An Analytical Study of Search Engine Optimization (SEO) Techniques: To Maximize Number Of Visitors On An E-content Website. International Journal of Technology and Science, ISSN (Online) 2350-1111. (Print) 2350-1103 Volume VIII, Issue 3, p. 5-9.

- **Content** - The content evaluation indicator includes two main sub-indicators - a web performance evaluation indicator and a website relevance indicator.

Optimizing website performance is critical to increasing traffic, improving information exchange, generating more leads, and increasing revenue. The indicator for measuring the effectiveness of web content is also complex, as it takes into account the weight of the website the loading time, etc., and will consequently be taken as a basis for the indicator of web performance on website.grader.com. The evaluation of web performance varies from 0 to 30. We outline three main ranges in determining the level of web performance.

o From 0 to 10 - low level;
o From 11 to 20 - intermediate level;
o Above 20 - high level.

In order to determine the extent to which the indicator of timeliness of marketing content is within certain limits, it is necessary to obtain data on the average frequency of updating content on the Internet.

We consider web content up-to-date if it has been updated within the last 3 months. If the information is updated within a period of 3 months to 1 year, we have an average level of timeliness; if the content has not been updates for up to 1 year, we have a low level of timeliness.

For the purpose of the study, the following levels of timeliness are determined:
o Over 12 months without update - low level
o From 3 months to 12 months from the last update - medium level
o Up to 3 months from the last update - high level

Falling into the specific levels of timeliness and web presentation, the results for the indicators are distributed in the following matrix, regulating the respective levels of evaluation of web content (Figure.3):

Figure.3. Matrix of results by indicator: Content

When using the matrix, a **high level** (green zone) of web evaluation is assigned when the indicators of timeliness and web performance fall into the three squares in the upper right corner of the matrix. Alternatively, we have a high level in combinations of high level of web performance, with high and medium level of timeliness of content, and medium level of web performance with a high level of timeliness.

A **medium level** (yellow zone) is assigned when the indicators of timeliness and web performance fall into the three squares along the diagonal of the matrix. Or, in combinations of low level of web performance, high level of timeliness, low level of timeliness with high level of web performance, and medium levels of web performance and timeliness.

A **low level** (red zone) is assigned when the timeliness of content and web performance indicators fall into the three squares at the bottom left corner of the matrix. Or in combinations of low level of timeliness with low and medium level of web performance, and medium level of timeliness and low level of web performance.

- **Functionality** – this indicator gives a clear idea of the functionality of a company's internet communication, depending on the presence or absence of specific functional tools.

The evaluation of the indicator, namely functionality, is determined depending on the presence or absence of listed functional tools. The following levels are defined:

o From 0 to 2 tools - low level

o   From 3 to 5 tools - intermediate level;
o   Over 5 tools - high level.

- **Retention rate** - The retention rate indicator depends on two main metric indicators that companies can enter from their analytics applications, unique visitors and returning visitors.

Due to the nature of the model, which emphasizes the retention of consumers who perform reliable interaction with the company, we defined the following equation:

$$R_{vr} = \frac{R_V}{U_v} \cdot 100 \qquad (1),$$

where Rvr stands for retention rate, Uv – for unique visitors, and Rv – for returning visitors

According to Neil Patel, at Rvr values of around 30%, web content can be considered engaging.[8] In this sense, the assessment of the retention coefficient according to its value is presented as a percentage (%) and is defined as follows:

o   When the value of the retention coefficient is less than 10% - low level
o   At a value of the retention coefficient between 10% and 30% - average level;
o   At a retention factor value higher than 30% - high level.

- **Conversion rate** - this indicator shows the number of visitors who have performed a certain action - made an inquiry, registered, subscribed to an e-newsletter, placed an order, etc. The conversion rate is measured as a percentage (%).

Google Analytics provides the option to display the conversion rate after a setup and selected goals for specified conversions. According to

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[8]Patel, N. How to Measure Reader Engagement and Loyalty Using Google Analytics. https://neilpatel.com/blog/how-to-measure-reader-engagement-and-loyalty-using-google-analytics/ Available at: [Accessed 15.08.2019].

a Wordstream study[9] conducted among hundreds of Google Ads accounts, the average conversions come to 2.35%. The lowest conversion values are from 0-1%, and the best values are for accounts with conversion rate above 5%. The following levels are established:

o   At conversion rate above 0% but less than 1% - low level;
o   At conversion rate from 1% up to 2% - average level;
o   At conversion rate over 2% - high level.

• **Additional content** – this indicator determines the extent to which companies provide additional free content in their leads. The additional content indicator is determined on the basis of the presence or absence of additional content such as webinars, podcasts, e-books, e-newsletters, e-mail offerss, video content, and other free online content;
       The level of the indicator is determined depending on the availability of additional content:

o   From 0 to 2 - low level;
o   From 3 to 4 - intermediate level;
o   Above 5 - high level.

• **Reference** – the indicator of reference is a system of recommendations, comments, rating scales, feedback surveys and interaction assessment (when buying, assisting and helping customers).
    Three levels of reference are specified:

o   In the absence of a system of recommendations, comments section, rating scales and feedback surveys - low level;
o   In the presence of one to two of the listed - intermediate level:
o   In the presence of three to four of the listed - high level.

• **Trustworthiness** - The indicators for trustworthiness represent the two-way relationship between the surveyed sites, the presence of which helps to generate factors to promote trust. In the four groups of indicators – for reliability, responsibility, flexibility, and integrity, the

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[9] Baadsgaard, J. "How to Improve Your Conversion Rate By 50% in One Day" https://neilpatel.com/blog/improve-your-conversion-rate-50-percent/ Available at: [Accessed 31.07.2019].

respective measured values are determined. Then the points for each indicator in the presence or absence of relevant tools are summed. The resulting maximum score is 13, and the minimum score is 0.

According to the assessments made and the factors for promoting trust, the following levels are specified:

o   For total assessment in the interval from 0 to 4 - low level;
o   For total assessment in the interval from 5 to 8 - average level;
o   For total assessment in the range from 9 to 13 - high level.

•   **Activity** – the indicator shows the extent to which the company's customers are engaged with the content of the site and are active in their interaction with the company. In terms of interaction and direct communication, the indicators of average duration of 1 visit (session), and average number of pages viewed per 1 visit (session) can be considered.

A study by Littledata conducted in August 2019[10], which surveyed 3,623 sites, found that an average of 3 pages per visit are viewed per session. More than 4.7 pages viewed per visit, is considered a benchmark for content engagement and good user activity. 20% of the surveyed sites fall into this category.

A relatively poor result is registered when 1.8 pages are reviewed in one session. Another 20% of the surveyed sites achieve such an unsatisfactory result.

The average session duration is an indicator used by Google Analytics, which takes into account the average amount of time users spend on the company's website. A study by Databox shows that the average duration of 1 session is in the range of 2 to 3 minutes (55% of the surveyed sites)[11].

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[10] What is an average pages per session? https://www.littledata.io/average/pages-per-session-(all-devices) Available at: [Accessed 5.09.2019]

[11] Albright, D., Benchmarking Average Session Duration: What it Means and How to Improve It, https://databox.com/average-session-duration-benchmark Available at: [Accessed 5.09.2019].

Based on the presented information, an activity indicator is determined, and can be expressed by the following equation:

$$A = P_{PS}.Av_{SD} \qquad (2),$$

where
A - activity indicator
Pps - an indicator of the average number of pages viewed per visit
Avsd - an indicator of the average duration of one 1 session

For the purpose of the work we determine levels of evaluation of this indicator as follows:

In option 1, when the average duration of a session is less than 2 minutes, we determine the minimum as 120 seconds. The minimum number of pages viewed is 1.8. The activity indicator, provided that values below the two minima are realized, is equal to the multiplication product of 1.8 and 120, ie. the activity indicator in the first variant is less than or equal to 216, which is determined as low level.

In option 2, when the average duration of a session is longer than 2 minutes and less than or equal to 3 minutes, the minutes are again converted to seconds. The average number of pages viewed for 1 session is in the range of 1.8 to 4.7. The values of the activity indicator in the range from 216 to 846 determine an average level.

In option 3, when the average duration of a session exceeds 3 minutes and the average number of pages viewed exceeds 4.7, the values of the activity indicator of over 846 determine is determined as a high level of the indicator.

o   At A <= 216 - low level;
o   At 216 <A <= 846 - average level;
o   At A> 846 - high level.

Table - Evaluations of indicators from part 2 - Analysis and evaluation of global performance indicators

- **Compatibility ratio (CLV vs CAC ratio)** – the indicator presents the ratio between the cost of acquiring customers (CAC), to the lifetime value of customers (CLV) for the period under review. This indicator shows what part of the funds is spent on acquiring customers, and what the revenues from customers for a certain period of time are. The calculation of the indicator supports the orientation of the companies regarding the correctness of the applied marketing approach.
- **Coefficient of marketing return** - one of the indisputable advantages of the Internet is the possibility to accurately measure the results of advertising campaigns, such as: clickthrough rate (CTR), conversions (Conversions), range (Reach), frequency (Frequency), position (Position), cost-per-click (CPC), cost per 1000 impressions (CPM), etc. The coefficient of marketing return is the most important indicator for any advertiser, because it gives the clearest idea of the real effect of advertising, both in the digital environment and outside it. The coefficient of marketing return is the ratio between the net cash flow from the investment and the costs incurred for the investment.
- **Coefficient of loyalty** - the term loyalty itself implies a wide range of components. The choice of components is tied to the purpose of the study.

The interim grades in the model are formed by summing the scores obtained for the individual criteria. This allows us to obtain unambiguously defined quantitative estimates. The range of possible results for each intermediate level is defined between the minimum and maximum possible value. For each level, intervals are defined with a corresponding median assessment. Five possible grades were made, namely: excellent, very good, good, unsatisfactory, and bad.

An arithmetic principle was used to determine the width of the intervals. According to the same width for each interval is the ratio between the difference formed by the maximum and minimum value of the feature and the number of groups.

"A distinctive feature of the arithmetic principle is the uniform width of the group intervals. If k is the number of groups, then the width

h is obtained from the ratio of the difference between the maximum X_{max} and the minimum value X_{min} of the attribute and the number of groups: "[12]

$$h = \frac{X_{max} - X_{min}}{k} \qquad (3),$$

where:

h is the width of the interval;
X_{max} – the maximum value of the feature shown in the matrix;;
X_{min} – the minimum value of the feature shown in the matrix;
k – the number of groups.

The model displays 2 interim grades - for qualitative and quantitative criteria. For their part, partial gardes can also be made for the qualitative criteria, respectively for the legal and administrative criteria.

Determining the width of the interval for the individual interim grades

Interim evaluation of the criteria for Part 1

The scale of results is in the range from 0.00 to 1.2. The most pessimistic option allowed in the model gives a final grade of 0.00. The maximum score in this part gives a grade of 1.2.

Determining the width of the assessment interval for Part 1 is done by the formula (3):

$$h = \frac{1{,}2 - 0}{5} = \frac{1{,}2}{5} = 0{,}24$$

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[12] Mihalev, D. (2016). Selected lectures on statistics, p.21, http://math.vtu.bg/Stat.pdf

The scale of the interim results obtained in the first part of the model can be graded in ascending order as follows:

Poor	Fair	Good	Very good	Excellent
from 0,00 to 0,24	from 0,25 to 0,48	from 0,49 to 0,72	from 0,73 to 0,96	from 0,97 to 1,2

Interim evaluation of the criteria for Part 2

The range of scores for the criteria of an administrative nature is from 0.00 to 0.8.

To determine the width of the assessment interval in Part 2, formula (3) is used again:

$$h = \frac{0,8 - 0}{5} = \frac{0,8}{5} = 0,16$$

The scale of the interim results obtained in the section Analysis and evaluation of global performance indicators can be ranked in ascending order as follows:

Poor	Fair	Good	Very good	Excellent
from 0,00 to 0,16	from 0,17 to 0,32	from 0,33 to 0,48	from 0,49 to 0,64	from 0,65 to 0,80

Tools for deriving final evaluation in the model

Producing a general evaluation of the model in part 3 forms the integrated evaluation according to the two criteria – the marketing approach and the global efficiency indicators. Calculating results in both parts of the model generates scores in the form of grades as a final result. The definition of an integrated (complex) assessment makes it possible to determine strategies depending on the results for the respective criterion and the effectiveness in part 2.

The final grades in the model can be formed by summing the grades obtained for the interim levels. The limits of possible results are defined between the minimum and maximum possible value for the results from the two parts of the current model. The range for each final grade is determined. To ensure consistency and comparability between the interim and final evaluation, the same assessment scale is used, namely: excellent, very good, good, unsatisfactory, poor.

An arithmetic principle based on the formula (3) was used to determine the width of the intervals.

$$h = \frac{2 - 0}{5} = \frac{2}{5} = 0,40$$

From the width of the interval thus calculated, the estimates should have the following limits:

Poor	Fair	Good	Very good	Excellent
from 0,00 to 0,40	from 0,41 to 0,80	from 0,81 to 1,20	from 1,21 to 1,60	from 1,61 to 2,00

An integral assessment can also be defined in the form of a combination of the results of the two parts of the model in the form of a matrix(Figure 4):

Figure 4: Matrix for integral evaluation of the results of an inbound marketing model for creating long-lasting relationships with customers.

Matrix for integral evaluation of the results of an inbound marketing model for creating long-lasting relationships with customers

The derived integrated assessment objectively analyzes the marketing techniques and their effectiveness, examining the impact of applied marketing tactics, tools and strategies used to improve the effectiveness of buisnesses working online. An analysis of online approaches and their effectiveness can be done on an annual basis in order to improve customer relationship strategies. The evaluation can be conducted annually, showing changes in the improvement of unsatisfactory results from baseline or previous analyzes.

- Poor evaluation is given in case a company does not show much concern about the means and approaches to its internet marketing. It is possible to implement the strategy "Structuring", in which new user structures are formed for advertising, taking into account the specifics of the emotional impact, enriching the expressive means of advertising in order to communicate faster and more clearly so as to be retained longer in the memory of the users. The strategy is characterized by clear domination of the image over the text in advertising, as well as by superiority of visual over verbal advertising. The "Information" strategy is also relevant in its seeking to create an image and build an opinion about an organization, the directions of its work, its organizational condition and financial situation, social groups, contractors, reference structures, etc. Its persuasiveness is achieved through a natural and objective presentation, sophistication and competence in communication.
- In the case of unsatisfactory evaluation, a company might have taken a marketing approach with obvious shortcomings and inaccuracies regarding the applied tools. In this case it is advisable for it to use the strategy "Linking", which seeks to build alternative solutions for direct feedback. It is achieved through direct advertising which targets potential buyers, and the development of address files and data banks of customers to be contacted directly.

- In the middle "good", "yellow" zone the results vary. They can be improved significantly provided that the model recommendations are largely followed. Strategic "Friendliness" is applied, which relies on friendly attitude and kindness to buyers, and full understanding of their problems. It is based mainly on personal acquaintances and connections. The emphasis is on a personalized approach and creating relationships. Strategically, the most sustainable combination is achieved in the implementation of the strategy "Mutual benefit", oriented to understanding the problems of buyers, engaging in their solution, and seeking mutual benefits from the purchase. It is hoped that this will establish long-term business relationships.
- In the "very good" assessment, it is recommended to implement a "Maintenance" strategy. It aims to maintain public interest in the organization and its products by constantly reminding customers about them. The aim is to preserve the positions won, and to prevent a decline in interest and reorientation to rival companies.
- In the green zone, the companies rated "excellent" clearly follow the recommendations of marketing managers in applying an inbound marketing approach, which improves customer relationships and, as a result, their online activities are highly effective. The implementation of the "Prestige" strategy is recommended, which is based on maintaining and sustaining high-level business reputation (using modern technologies, offering innovative products, etc.).

The model is built as an open system that can be easily changed and adapted to any change in technology, as digital technologies change with significant dynamics over time. The convenience of the model lies in the ability of each of its users to implement it, by analyzing the approaches that are applied on the Internet.

Table 3. Model for planning digital marketing strategies in the interconnections of business organizations, maximizing the rating "Excellent"

Criteria Group	Indicators	Possible answers	Answer	Evaluation	Weight	Result
Criteria for evaluating the approaches in the attraction stage	Accessibility	• From 0 to 2 platforms - low level • From 3 to 5 platforms - intermediate level; • Over 5 platforms - high level.	8	2	0,04	**0,08**
	Visibility	• from 0 to 10 – low level • from 11 to 20 – average level • over 20 – high level	30	2	0,04	**0,08**
	Organic search	• up to 30% - low level • from 31% to 60% – average • over 60% – high level	61%	2	0,04	**0,08**
	Dropout rate	• Bounce rate > 60% – low level • 40% < Bounce rate < 60% - average level • Bounce rate <40% – high level	30%	2	0,03	**0,06**
Criteria for evaluating approaches in the retention phase	Contents – data timeliness and presentation	• From 0 to 10 – low level • From 11 to 20 – average level • Over 20 – high level	22	2	0,06	**0,12**
	Functionality	• > 1 year. - low level • From 3 months. up to 1 year. – average level • Up to 3 months. – high level	up to 3 months			
	Retention rate	• From 0 to 2 instruments – low level • From 3 to 5 instruments – medium level • Over 5 instruments – high level	7	2	0,05	**0,1**
	Conversion rate	• < 10% – low level • between 10% and 30% – average level • > 30% – high level	40%	2	0,03	**0,06**
	Contents – data timeliness and presentation	• 0% < Cr < 1% - low level; • 1% ≤ Cr ≤ 2% – average level; • Cr > 2% – high level.	3,00%	2	0,06	**0,12**
Criteria for evaluating the approaches at the stage of developing mutual relationships	Additional content	• From 0 to 2 – low level; • From 3 to 4 – average level; • Over 5 – high level.	7	2	0,07	**0,14**
	Reference	• at 0 – low level; • at 1 or 2 – average level; • at 3 or 4 – high level.	4	2	0,05	**0,1**
	Trustworthiness	• from 0 to 4 – low level; • from 5 to 8 – average level; • from 9 to 13 – high level.	13	2	0,06	**0,12**
	Activity	At A < = 216 – low level; At 216 < A < = 846 – average level; At A > 846 – high level.	3600	2	0,07	**0,14**
Total for Part 1. Assessment of the marketing approach applied according to the inbound marketing criteria				**24**		**1,2**
Final assessment under Part 1				**EXCELLENT**		
Criteria for evaluating the efficiency	CLV vs. CAC ratio	• CC < 1 – low level • 1 ≤ Cc ≤ 3 – medium level • Cc > 3 – high level	3,50	2	0,15	**0,3**

	Coefficient of marketing return	• $0 \leq CMV < 1$ – low level • CMV = 1 – medium level • CMV >1 – high level	2	2	0,15	**0,3**
	Coefficient of loyalty	• In case of coiff. loyalty below 10% - low level; • In case of coiff. loyalty from 10% to 20% – average level; • In case of coiff. loyalty above 20% – high level;	25%	2	0,1	**0,2**
Total for Part 2. Analysis and evaluation of global performance indicators				**6**		**0,8**
Final assessment under Part 2			**EXCELLENT**			
Integral (Complex) assessment of the model			**EXCELLENT**			

APPROBATION OF THE MARKETING MODEL FOR PLANNING DIGITAL MARKETING STRATEGIES IN THE RELATIONSHIPS OF BUSINESS ORGANIZATIONS

In the last fourth chapter of the dissertation a test of the formulated hypotheses is made, as each of the hypotheses is confirmed by a survey method. A typological non-representative sample was used to conduct the survey and collect quantitative data. The basis of the typological sample are a certain category of units that meet a given criterion of interest, and these are companies that develop part of their activities in a digital environment and carry out online communication with end customers. The selected typological sample represents 10% of the general population (companies in Bulgaria that make online sales), selected at random or approximately 336 eligible companies.

An algorithm has been developed and a meaningful in-depth interview has been presented as a tool for applying a case study method for testing a model for planning digital marketing strategies in the relationships of business organizations. The data from the in-depth interview are sufficient to feed the researched model and perform descriptive analysis in order to adjust specific online strategies to improve the effectiveness of an online communication campaign.

The case method is a research method that relies on a single case rather than a representative sample.

A model for digital marketing strategies in the relationships of business organizations was tested through a case study method of a company named for short - "X", in order to preserve the confidentiality of company data. The period of the survey is from January 2020 to July 2020, and 2 in-depth interviews were conducted within 2 communication campaigns. In the first communication campaign under

the model, the integrated assessment of the model for digital marketing strategies in the relationships, the result of an online communication campaign of company X for the period 09.11.2019 - 31.12.2019 is good. After an analysis of the results of the model, changes were applied, according to specific indicators and recommendations, the integral assessment of the model from the online communication campaign of "X" for the period 06.04.2020 – 31.05.2020. is very good.

An analysis of digital marketing strategies and their performance can be done annually in order to improve the activities related to the respective strategy. The evaluation may be drawn up annually, showing the changes in improving the unsatisfactory results of baseline or previous analyses.

CONCLUSION

With the stated purpose of research can be summarized several main conclusions:

The process of strategic management of communication and visualization of marketing strategy to users of the organization can be defined as the systematic planning and implementation of media and personal information flow. It is important for the business to reorient marketing thinking and shift the focus from deal to exchange and build long-term customer relationships, leading to loyalty and added value for both parties: on the one hand, customer satisfaction with the product, and on the other, for the company.

Consumers also take a particularly active part in such a process of adding value. Companies, in turn, are rewarded with additional benefits - recommended new customers, trust, corporate image and business expansion. Caring for the company's image to consumers and contractors in the long run, deliberate dissemination of targeted information through various communication channels at the most appropriate time in order to achieve the desired long-term effect are marketing activities underlying marketing strategies. It is known that about 70% of their daily lives people spend in communication - reading, writing, speaking, listening. The communication and visualization of the marketing strategy involves the consumers and requires them to share the ideas, the benefits of the products that the company presents on the market. The process of relationships is two-way, ie. both customers and organizations are loyal to them. This leads to an increase in trust between them and the achievement of image again from the point of view of both sides. The benefit for the organization is the expansion of the business, and for the customer satisfaction and justified expectations.

The process of planning a successful digital marketing strategy does not only consist of goal setting, segmentation and positioning. This is a complex process of combining all components of the marketing mix of the organization, in the synchronous existence of its relationships with customers. In an environment characterized by dynamics and constant change, organizations must be flexible, creative and adaptable. Proper handling of online tools would contribute to providing a unique offer

and experience, and their skillful combination guarantees long-term, stable and profitable business results.

Inbound marketing is the process, and interconnection marketing is the result, the corporate image. A model that supports the process of planning a marketing strategy, with mostly inbound activities, resulting in long-lasting and effective relationships can be of great benefit to the business. A review of the sources shows that such a model has not been created.

The model developed in the dissertation uses real data and information from the companies. It can be applied for each individual year (campaign), taking into account the change of indicators to improve the marketing approach and build effective relationships. Built as an open system, the model can be easily changed and adapted to dynamic changes in technology.

APPLIED SCIENTIFIC AND PRACTICAL CONTRIBUTION

Theoretical research and practical research in the dissertation allow us to highlight the following scientific and applied contributions:

1. An innovative model for planning digital marketing strategies based on inbound marketing and relationship marketing has been created.

2. Scenarios have been developed that present different relationships in the business-end customer relationship in a digital environment.

3. An author's methodology for studying the effectiveness of the applied digital marketing strategies in the relationships of business organizations is proposed.

4. The results of a developed and tested in real environment model for planning digital marketing strategies through a case study method are presented. The model has a multiplier effect - it can be applied both in the national environment (Bulgaria) and to be adapted internationally.

5. Various strategic initiatives have been implemented to provoke changes in digital marketing strategies in the relationships of business organizations.

List of publications on the topic of dissertation

1. Янева, Р., Тенденции в измерване успеха на онлайн комуникациите, XIV международна научна конференция „Развитие на висшите училища в контекста на европейските изисквания за качество на образователните услуги" МВБУ Ботевград, 16 – 17 юни 2017 София, стр.231-242.

2. Yaneva, R., Digital strategies for marketing relationships with customers, European Journal of Marketing and Economics, January-April. 2018, Volume 1, Issue 1,p. 63.

3. Янева, Р., Ползи и предизвикателства от класификацията и категоризацията на входящите показатели за ефективност на маркетинга, Икономическа наука, образование и реална икономика: Развитие и взаимодействия в дигиталната ера, Издателство Наука и икономика Варна, 2020, стр.543 – 554.

4. Yaneva, R. Online Marketing Model for Evaluating the Effectiveness of Companies Relationships with End Customers. UTMS Journal of Economics 11(1): 93–107.

5. Балтова, С., Янева, Р. Апробиране на модел за дигитални маркетингови стратегии при взаимовръзките на бизнес организациите чрез казусен метод. Част 1: Методология, XVII международна научна конференция, Цифровата трансформация – бизнес, образование, наука, МВБУ Ботевград, 27 ноември 2020 г., стр. 114-130.

6. (2020) Янева, Р., Балтова, С. Апробиране на модел за дигитални маркетингови стратегии при взаимовръзките на бизнес организациите чрез казусен метод. Част 2: апробиране на модел, XVII международна научна конференция, Цифровата трансформация – бизнес, образование, наука, МВБУ Ботевград, 27 ноември 2020 г., стр. 130-146.

The author presents the Declaration of Originality and Authenticity of the Thesis.