DIGITAL MARKETING SPECIALIZATION

CAPSTONE PROJECT REPORT

CLIENT : GRAINGER INC.

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November 5, 2021

Table of Contents:

1. Executive Summary:

This project is intended to analyze and improve the sales of Bosch Power tools by industry leading Maintenance Repair Organization(MRO) provider Grainger Inc.

As part of the Digital Marketing Specialization, the Capstone Project focuses on coming up with recommendations for our client Grainger to devise a dedicated marketing campaign to improve sales of Bosch Power tools by 10% on its website grainger.com.

During a period of six weeks of effort, the recommendations have focused on areas of Evaluation, Consumer Decision Journey aspects, benchmarks for analysis, Channel and Content Strategy, data collection, display and e-mail campaigns, research objectives and methods to test, control our plan of recommendation. Finally the proposal summary outlines the overall plan and future progression for Grainger and Bosch to work in tandem and be successful as partners.

2. Client analysis and Problem Statement:

To design a multi-channel digital marketing campaign for the client, Grainger, as they target a sales increase of Bosch Power Tools by 10% on Grainger.com. The client wants the campaigns to focus on display advertising and email for this project.

Grainger services more than 5 million customers mainly in the product categories of Safety and Security, Material Handling and Metal working, along with services like inventory management and technical support. Grainger offers widest range of MRO products and that's its USP(research-methodology.net). They offer differentiated sales and service and have many branches in strategic locations when compared to competitors. These help Grainger be very successful in their line of business.

Their marketing strategy is focused on search with 64.46% traffic coming from this channel (similarweb.com).Their strategy for growth is increasing their location presence, speed and convenience to customers(inventory), having the best catalog and most robust website. Website traffic trends, audience interests and dominance are (similarweb.com) are as shown below -
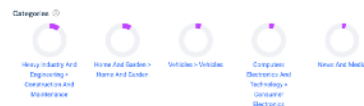
Emphasis on increasing internal efficiency coupled with digitization advancement, and increasing investment in maintenance operations are the factors currently driving the MRO market.Due to growing manufacturing sector and rising industrialization, there is high growth in the vicinity for material handling equipment in the region (globenewswire.com).

The competitive landscape in the North American MRO market is due to the presence of multiple vendors trying to increase their stronghold by way of mergers and acquisitions to promote reach.North America MRO distribution market worth is expected to reach $178.85 billion by 2028, at a CAGR of 2.9% (grandviewresearch.com).

Bosch power tools is a division of Bosch group and is the world market leader for power tools and power tools accessories.Their innovative strength and pace of innovation remain their main stronghold over their competitors. Bosch tools sells products on grainger.com and other MRO partners in their distribution network.

Bosch's primary audience would be large corporations and MRO (Maintenance Repair Operations) clients like Grainger who serve both the primary and secondary audience markets. The secondary audience can be individual contractors who work for large corporations or skilled workers who are employed by these corporations and provide feedback on the viability and performance of tools for further buying and use in the future.

Preference for cordless tools, boom in housing market and vendors focusing on reduced dust emission, brushless motors are newer trends. DIY customers, construction industry emergence

and transition to Li batteries over Ni—Cd are some of the noticeable changes in the power tools market.
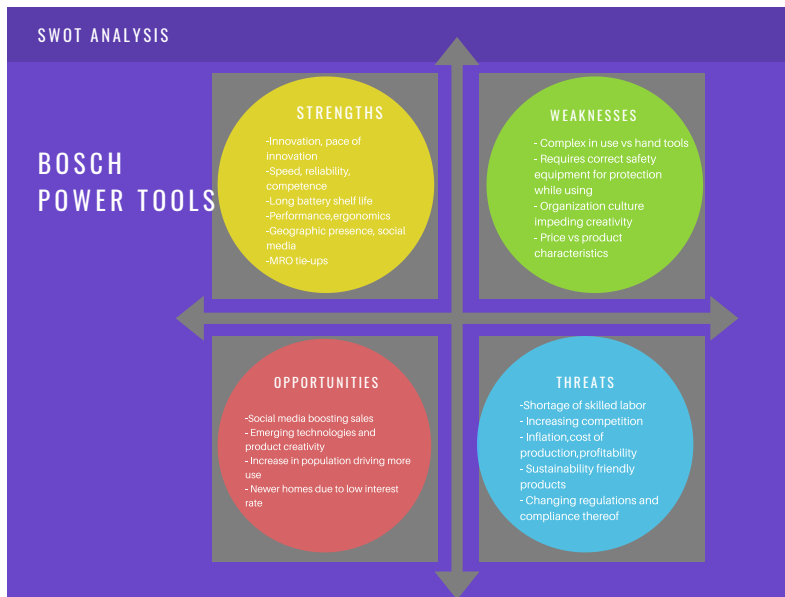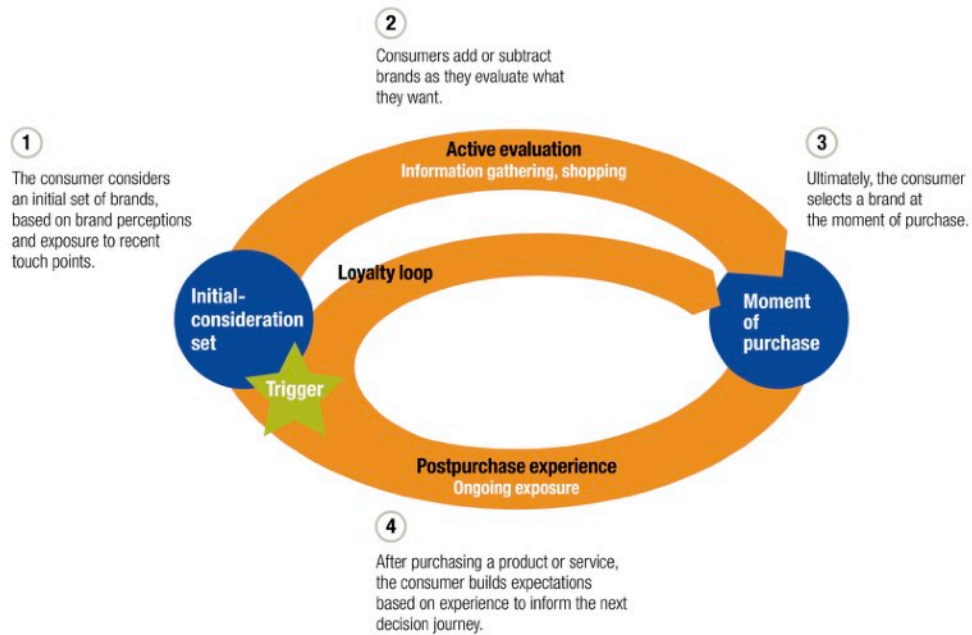

#3. Consumer Decision Journey :

Phases in the Consumer Decision Journey are typically -

Initial Consideration Set, Active evaluation, Moment of Purchase, Post purchase experience and the Loyalty loop (mckinsey.com).

Visual below depicts the phases involved in this.

Scenario	Phase of CDJ	Specific consumer concerns
boschtools.com visit by customer but not to grainger.com	Initial consideration set	Consumer is aware of boschtools.com due to reputation for power tools but not Grainger.com. Because of higher price points, consumer wants more options.
boschtools.com for power tools, then grainger.com log in and visit power tools category	Active evaluation or Moment of Purchase	Am I in the right place as far as product offering/price points?
boschtools.com, look at a power tool, then grainger.com log in and go to plumbing category but not power tools	Post purchase experience or Active evaluation	What other options and product line is Grainger selling? I need plumbing down the line for home projects and does Grainger offer these?

Grainger needs to look at their customer database and run a 6 month trend analysis on what

product category they have been most interested in(to help address Scenario 3) and send them e-

mail offers on power tools specifically Bosch tools products. They also need to analyze what sites customers in scenario 2 have visited after their visit to grainger.com if those did not result in buys from them.

Mapping of business objectives to scenarios under consideration:

Scenario 1 - customer visits boschtools.com power tools category but not grainger.com.

Building awareness is the business objective tied to this scenario. Customers need to be aware of the ability to buy Bosch Power tools on grainger.com and potentially good deals.

Scenario 2- customer visits boschtools.com, goes to grainger.com logs in and then visits power tools category.

Influence consideration and or brand loyalty happens here and that's the business objective achieved in scenario 2.

Scenario 3- customer visits boschtools.com, then goes to grainger.com but customer goes to plumbing category not power tools.

Reposition the brand, improve the sales process is the objective we need to address here to give power tools the focus. A customer who does this is clearly losing the visibility regarding Bosch power tools or digressing to a different category due to some need that may have gained a higher priority for them. Creating importance for Bosch power tools via e-mail marketing might be a good strategy and social media as well.

Business objective	Key question	Data and source
Building awareness	Do the bigger corporations or the individual contract folks recognize the grainger.com MRO avenue selling Bosch power tools?	Traffic to grainger.com further to boschtools.com visit or directly grainger.com power tools category (similarweb.com)

Business objective	Key question	Data and source
Influence consideration	Do products on grainger.com satisfy consumer needs either primary or secondary consumers?	analytics.google.com
Improve the sales process	How can grainger.com market bosch power tools products better to its customers?	Analyze keyword gaps and easy-to-rank keywords by using Alexa analytics
Reposition the brand	Do grainger.com customers feel satisfied with their experience or how better can we market ourselves to convert more sales of power tools?	Grainger catalog focus of Bosch power tools can be improved. Analyze audience overlap metrics using Alexa analytics or google analytics.
Increase Loyalty	What is the level of loyalty grainger as a company has built with its customers?	Social media followers(Facebook,Instagram, Twitter, YouTube,LinkedIn)

Key data to be collected	Source	Question that can be answered
Click rate	similarweb.com	Sense of Brand recognition
Buyer keywords	https://www.alexa.com/siteinfo/grainger.com	How best to improve sales process
Average time on page and site, sites visited prior	grainger.com site visitor analysis,similarweb.com or Alexa analytics	How can we reposition as a brand?
Repeat customer buys and social media feedback	grainger.com sales data and social media like twitter, instagram, Facebook reviews/feedback	Fulfill customer expectations and loyalty of customers

Collecting data:

It is important to keep clear the relationship between metrics and a company's goals, which range

from resultant business objectives to tactical campaign objectives. (Prof. Hartman, Digital

Marketing Analytics in Practice, coursera.org).

Our goal is to map the objectives to the KPI's and the necessary data that needs to be collected in order to devise the right campaign.

Specific objective to KPI mapping for Grainger are highlighted below:

Business Objective	KPI
Building awareness, Influence consideration	Customer Acquisition cost, percentage of return visits, customer behavior, customer traffic, social media presence
Improve sales process	Retargeting, search retargeting, social media presence
Reposition the brand	Customer retention rate, returning visit metric
Increase, build customer loyalty	Social media presence, Customer Life time value, Net Promoter score

Even in social media campaigns, several UTM metrics (sprout social.com) may be measured as outlined in the table below.

By measuring these important metrics, we can learn a lot from the data and derive meaningful insights. Only based on these insights, we are able to identify the next steps that will be possible to achieve our end goal. The potential source can keep growing as we start to look at the data. We can go after further sources based on the need for raw, processed, structured or unstructured forms of data.

Specific KPI data points, Sources and objectives given below will be needed.

KPI related data point	Data collection potential Source(s)	Corresponding business objective
Site visits Cost per click Time on each visit, page duration Bounce rate	Programmatic advertising outcomes, similarweb.com site analysis, Google Correlate, Google Analytics, Sproutsocial	Building awareness, Influence consideration
Click through rate View through rate	Google Analytics	Improve sales process

Time on each visit, page duration	Similarweb.com, Alexa.com,	Improve sales process
Cost per point Cost per click Customer retention rate utm_source utm_medium utm_campaign Percentage of return visits Average order value Online order frequency Advocacy for brand(twitter)	Google Analytics, raw sales data from grainger.com ,grainger.com sales data analysis BI report from database, twitter metrics	Reposition the brand, Increase & Build customer loyalty

Click through rate, conversion to orders, cost per acquisition data in the visual below.

Targeting Tactic	Impressions	Clicks	CTR	Spend	Click Orders	View Orders	Total Orders	Revenue	CPA	ROAS
Bosch Tools.com Only	2,885,607	1,688	0.06%	$10,743.73	2	18	21	$ 5,220.08	$ 517.08	$ 0.49
Bosch Tools Visit, No Grainger.com visit	2,459,467	1,219	0.05%	$9,223.00	0	0	0	$ -	$ -	$ -
Grainger Power Tools Category	2,989,892	1,311	0.04%	$11,106.37	1	65	66	$ 56,461.19	$ 168.28	$ 5.08
Grainger & Bosch Visitor and No Purchase	1,732,177	1,024	0.06%	$6,493.19	0	1	1	$ 1,547.17	$ 5,312.61	$ 0.24
Grainger & Bosch Visitor and Purchase	601,992	116	0.02%	$2,246.06	0	192	192	$ 128,560.08	$ 11.71	$ 57.24
Grand Total	10,669,135	5,358	0.05%	$39,812.35	4	276	280	$191,788.53	$ 142.24	$ 4.82

Post click orders — Number of orders from users who clicked on an ad and then ordered from Grainger.com
Post-view orders — Number of orders from users who viewed/were served an ad and then ordered from Grainger.com, without clicking on the banner. The majority of display advertising influenced revenue)
ROAS - Return on Advertising Spend — we define "Advertising Spend" to include all technology costs/fee associated with running media, not just the media itself
CPA- Cost per Acquisition — Cost divided by total orders

Targeting Tactics below are not mutually exclusive and have overlaps.
1. Bosch Tools.com Only — Users who have only visited Boschtools.com home page and we know they have not been on Grainger.com, without further segmentation applied. This acts as an umbrella to make sure we're not missing out on any relevant audience in case there is som
2. BoschTools.com Visit, No Grainger.com visit — Users who have visited Boschtools.com, and not visited Grainger.com
3. Grainger Power Tools Category — Users who have visited Grainger power tools category. We don't know if the user visited Boschtools.com
4. Grainger & Bosch Visitor and No Purchase — Users who have visited Grainger.com and Boschtools.com, but have not purchased on Grainger.com
5. Grainger & Bosch Visitor and Purchase — Users who have visited Grainger.com and Boschtools.com, AND have made a purchase on Grainger.com

Grainger Bosch Tools - Metrics By Day

Total Visits to grainger.com ⓘ
Growth & total visits to grainger.com over time
On desktop & mobile web, in the last 6 months

Engagement

Total Visits	9.87M
	⌄5.77%
◷ Avg. Visit Duration	00:03:27
▣ Pages per Visit	4.22
⤴ Bounce Rate	51.65%

Above from similarweb.com

Biases for above data collection & steps to eliminate them: (google.com, ramped.us)

Sampling bias - This occurs when data used for analysis is not totally representative of the actual customer base that is to be analyzed. Sampled data is a subset of selection bias and when not

done correctly, outcome is compromised. This can happen in cases of geo-targeting, click through rate analysis etc.

Interpretation bias - When we analyze the scenarios inappropriately, information bias occurs. Time on each visit and bounce rate metrics when analyzed but not interpreted correctly can lead to this form of data bias.

Questionnaire bias - Removing bias in surveys by not asking leading questions and being brand anonymous are ways to avoid this bias which results from way questions are designed and how a respondent may complete it. Say creating brand awareness by doing a power tools brand buying source survey or improving sales by finding out what are some preferences can help Grainger but it is important to eliminate this bias.

Non representativeness bias : Data is skewed and not fully representative of actual real world scenario. Avoiding this can be done by being more inclusive of primary, secondary customer base and not look at just current e-mail database of customers.

Having multiple people look at the data will also eliminate some of these biases.

Plan of analysis on data collected:

Having come up with a plan to collect the data needed for the various KPI's and associated metrics from various sources, next step would be go about analyzing the same. For this the following five methods would be ideal, as each gives us a varying level of sophistication and depth of insight(Prof.Hartman's lecture, coursera.org).
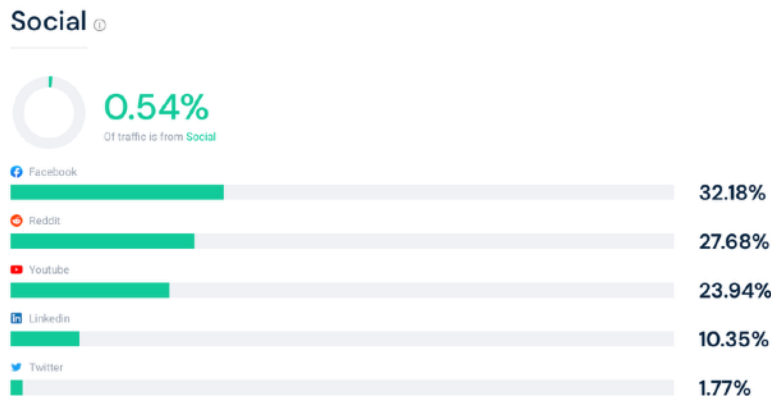
Descriptive - In this step, we describe what we analyze namely the web traffic data report, clickstream analysis, customer's database data that has been provided by grainger. Data source - similarweb.com.

Inferential - We can determine usability of the subset of data we have on hand for the different KPI's and marketing objectives; also determine if we need additional surveys.

Exploratory - Based on the visuals we have from our sources, discover the patterns and connections we see with the data. In this case, address cases of what type of customers engage more and are interested in power tools on grainger.com coming from boschtools.com(Scenario 2 that we want to tackle in our marketing campaign).

Causal - Utilize correlation and regression methods to explore data relationships. How much extra $ revenue grainger earned by way of extra clicks(customers) visiting boschtools.com and grainger.com and making a purchase.

Predictive - Use modeling to predict the future value of data attributes when some related data is moved. Say potential increase of post click order for Bosch SKU when clicks go up on say,Wednesday of every week.

Social ⓘ

0.54%
Of traffic is from Social

Facebook	32.18%
Reddit	27.68%
Youtube	23.94%
Linkedin	10.35%
Twitter	1.77%

Following can serve as benchmarks with the analysis :

Increase Engagement by 15 % from the current total of 9.87 M. Decrease bounce rate by 20% from the current percentage of 51.65 %. This will help in the area of more engagement and influence consideration also.

Above can also determine brand loyalty. Social media metrics and UTM analysis can serve as benchmarks to reassess campaign outcomes.

Improve visit time by 2 minutes.

Increase amplification rate, applause rate on social media platforms.
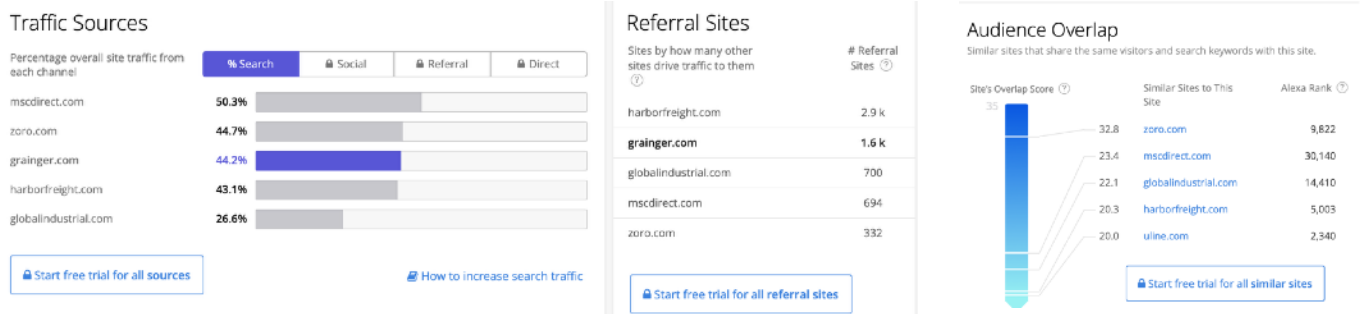
Above visuals from similarweb.com & alexa.com

Based on Benchmark 1 - This will help in building more awareness, influence consideration to go for Bosch Power tools while on the grainger.com website.

More clicks from Instagram pages and Youtube channels can help drive more sales.

Improving and extending visit time on page by additional 2 minutes and especially power tools category can help drive more sales.

Increasing amplification rate, applause rate will ensure growing customer loyalty.

#4. Channel Strategy:

There are two categories of customers under consideration while coming up with this channel strategy for Grainger's marketing campaign.

There are different audiences and they are categorized into Category 1 and Category 2. There are three sub scenarios in Category 2 as well.

Audience Category #	Business Scenario	Channel strategy
1	Users landing on grainger.com directly	1.Use landing page for effective e-mail marketing and conversion. 2.Display advertising - (i)Video ads on social media platforms like Youtube, Instagram, Facebook to bring them back. (ii) Use Audience targeting as they've visited website.

Different pricing strategies need to be adopted for different marketing objectives. Cost per thousand impressions(CPM), Cost per click basis CPC/PPC, and CPA(cost per acquisition or cost per action) are all under consideration when it comes to promoting user interaction.
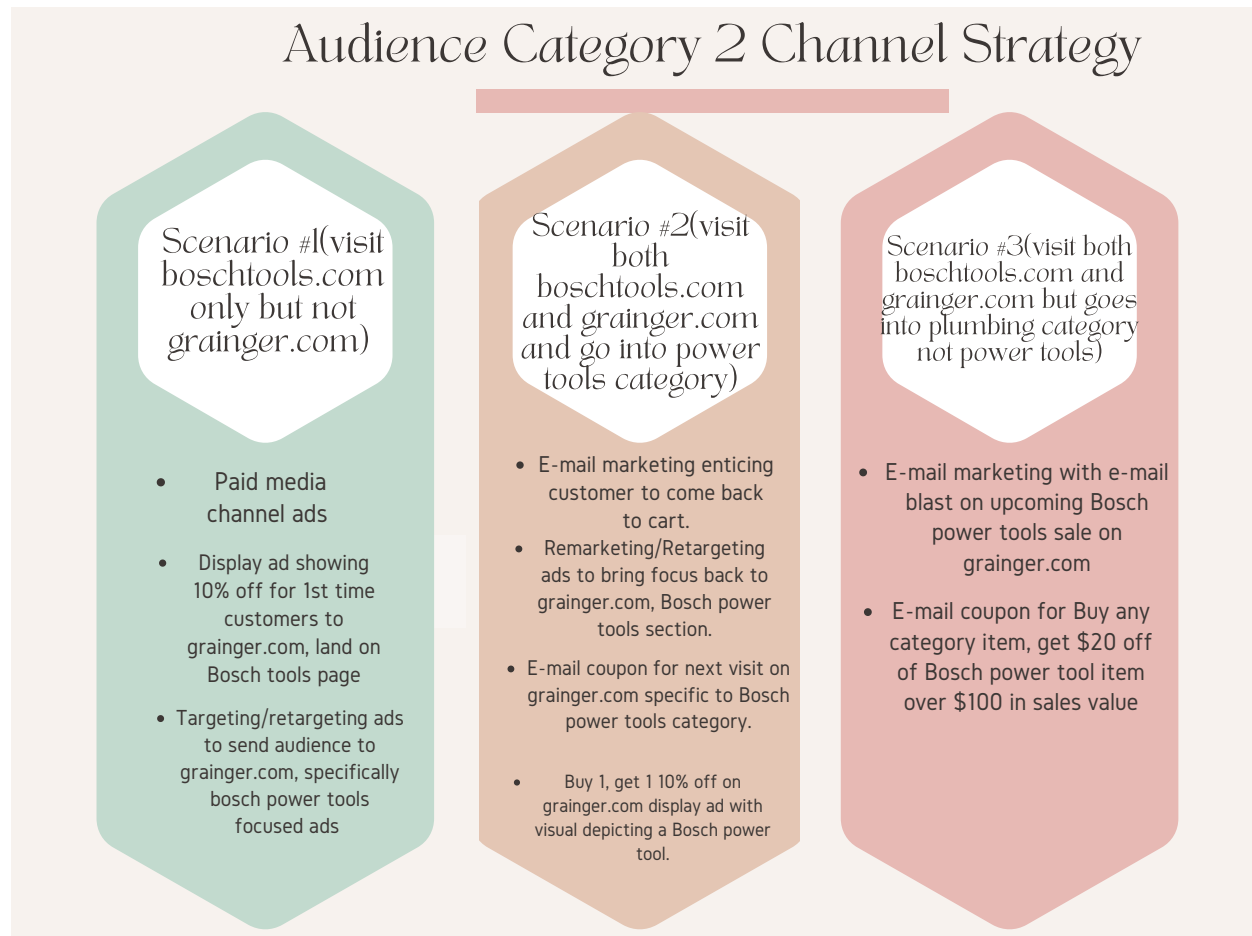
However, CPA is the most effective when it comes to *increasing sales* in a marketing campaign on a said budget(Digital Media Marketing Strategies, Prof.Yao, coursera.org).

CATEGORY 1 ACTION PLAN: Create effective landing page by offering Grainger catalog download and DIY tips for projects using power tools, gather e-mails of new visitors for e-mail marketing and possible conversion. Serve display ads as highlighted in (2) above in table. Use CPA model as driving force to achieve more sales.

Table below gives the second category and the various scenarios that are possible with it and the channel strategy that would work the best in this case for Grainger.

For a successful campaign, we need to help Grainger do the following :

Audience Category 2 Channel Strategy

Scenario #1 (visit boschtools.com only but not grainger.com)

- Paid media channel ads

- Display ad showing 10% off for 1st time customers to grainger.com, land on Bosch tools page

- Targeting/retargeting ads to send audience to grainger.com, specifically bosch power tools focused ads

Scenario #2 (visit both boschtools.com and grainger.com and go into power tools category)

- E-mail marketing enticing customer to come back to cart.
- Remarketing/Retargeting ads to bring focus back to grainger.com, Bosch power tools section.
- E-mail coupon for next visit on grainger.com specific to Bosch power tools category.
- Buy 1, get 1 10% off on grainger.com display ad with visual depicting a Bosch power tool.

Scenario #3 (visit both boschtools.com and grainger.com but goes into plumbing category not power tools)

- E-mail marketing with e-mail blast on upcoming Bosch power tools sale on grainger.com

- E-mail coupon for Buy any category item, get $20 off of Bosch power tool item over $100 in sales value

Incorporating Category 1 Action plan and Category 2 Action plan involve e-mail marketing and serving display ads to potential audience to gain their trust and engagement to be able to convert them into customers. Specifics as outlined above can be done for (1) And (2) by making sure we

1. Create visually appealing display ads to grab the attention of audience.

2. Achieve effective targeting to ensure optimum engagement.

3. Enable retargeting to make them come back to grainger.com website.

4. Use Google Analytics to track performance and determine effectiveness of campaign, also improve it.
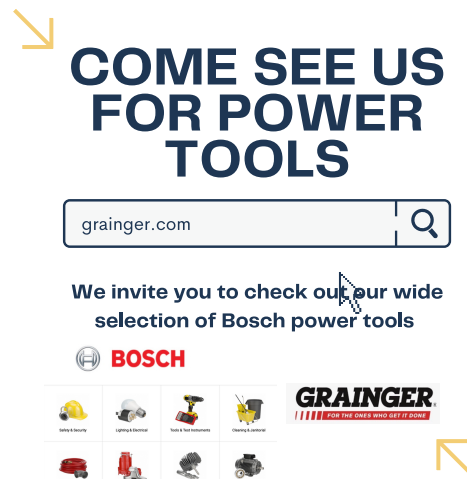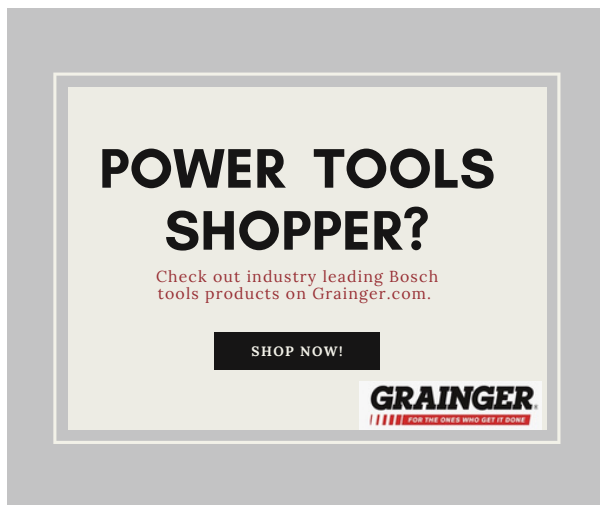
Having outlined channel strategy earlier, I am now proposing the following as **content strategy**

to go in line with the respective channels.

For **Audience Category 1**, use DISPLAY ADVERTISING and proper LANDING PAGE to

capture more of new customer information for targeted marketing as they land on grainger.com

directly.

Content strategy	Purpose
Create Landing Page on grainger.com for Audience Category 1.	Capture e-mail addresses of new customers visiting grainger.com

Content strategy	Purpose
Display Advertising on YouTube and other media to bring the attention of Audience Category 1 to Bosch Power tools sold by grainger.com.	This will help create awareness and bring more traffic to the power tools category for existing and new customers of grainger.com specific to Bosch Power tools as a brand.
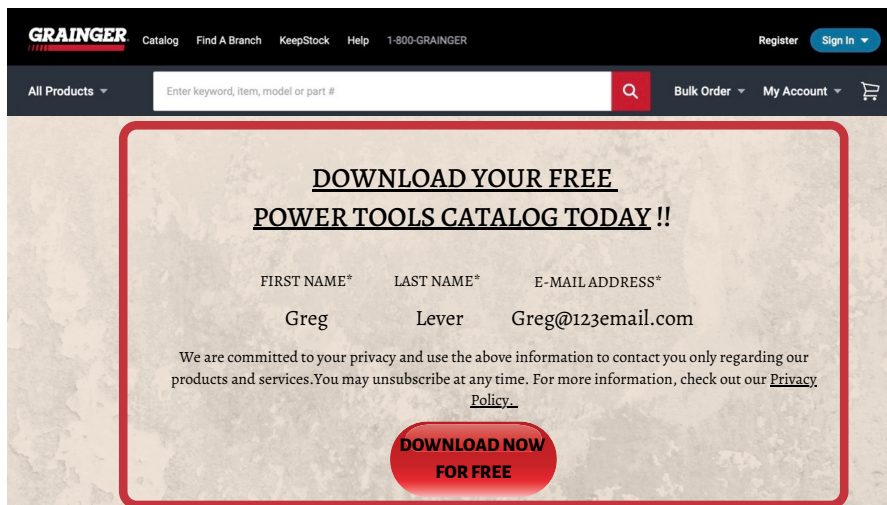
Content strategy	Purpose
Display Advertising(Banner Ads) on websites	This will help to achieve retargeting of Audience Category 1 to Bosch Power tools sold by grainger.com.

E-mail marketing templates:

Display Ad for Scenario 1 of Audience Category #2

E-mail content: Hello, We would like to remind you about your recent visit to grainger.com and items remaining in your cart. For your convenience, clink on link below to finish your check out process. Thank you and we are here to serve your needs !!

E-mail above to customers in Category #2, Scenario #2

E-mail marketing format for Audience Category #2, Scenario #3

Using the strategies of Landing page and e-mail marketing will help target Audience Category 1

and the respective scenarios, also the display ad format shown will achieve that.

Audience Category #2 and Scenarios 1, 2, 3 will be best targeted based on display ads and e-mail

marketing as outlined above. The coupon offerings, retargeting display ads and creating visibility

to sales of Bosch power tools by grainger by repeatedly keeping that message in the fore-front

will certainly go a long way in boosting sales of Bosch Power tools by 10 % on grainger.com.

Effectiveness of that can be measured by going after CPA (cost per acquisition) models on paid

media channels.

Running video and banner ads on Instagram feeds, Youtube and twitter feeds would help drive

traffic to grainger.com. Improving engagement with customers would help loyal customers share

their messaging with potential new customers.

All these measures will definitely improve sales of Bosch Power tools on grainger.com and make

for a very productive and fruitful partnership.

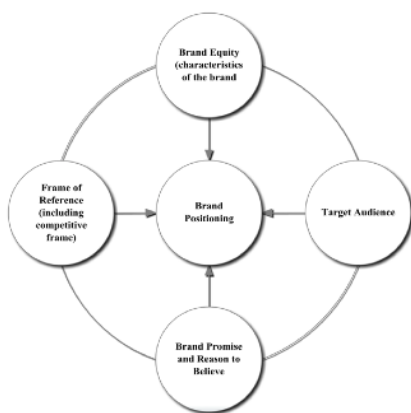**Preserving Bosch's brand essence and positioning in the marketplace:**

(longdom.org/articles)

Figure 1: Elements of positioning

As outlined in the figure above, specifically here, Bosch power tools as a brand takes pride in its innovation, pace of innovation and so also speed, reliability and competence of their products and services. The ergonomics when compared to other market competition are all things which we should focus on while devising the strategy and position Bosch Power tools in the minds of newer customers of Grainger as well. Every display ad and e-mail marketing campaign should focus on highlighting the aspects that Bosch tools as a brand is well known for and this will aid & bring more customers into the fold and increase sales by 10% on grainger.com.

#5. Research objectives and TEST,CONTROL plan for evaluating success of Display and E-mail Campaign for Grainger :

Any market research will have the steps outlined in the visual below(Coursera.org, Week 5, Market Research reading resources handout).

Figure 1. The steps in research methodology process.

My proposal is to focus on the following 3 research objectives:

1. **How can we determine awareness of Grainger as an MRO provider and specifically in this context of them selling Bosch Power tools ?**

We need to conduct surveys of 100 people, have focus groups of Bosch customers to analyze how many customers in the home buying or home DIY market realize the presence of Grainger as a power player in MRO sector and specifically the availability and ability to purchase Bosch Power tools via grainger.com and in their distribution stores.

2. **Where does a Power tools customer tend to shop most and what is their brand focus?**

This involves market study and both Quantitative and Qualitative data analysis to figure out what the tendencies are for customers when it comes to shopping preferences for products sold by Grainger and especially power tools. Then nail down brand focus .

3.**What is it that we should do in this campaign to keep the focus on Power tools. What categories are Grainger shoppers most interested in and how best can we convert them to buy Power tools ?**

Social media engagement of existing loyal base will help figure the preference and popularity of Grainger offerings. As far as new customers also, we need to promote to any home related product buyer - be it primary or secondary customer base, the fact that buying Bosch Power tools via Grainger is something of a value buy for them given the collaboration of two power players. The USPs need to be highlighted and we should go after those.

Research approach:

* **Primary research** would be surveys and focus groups and research panels, research communities. These involve quantitative data for surveys and qualitative data for focus groups, social media sentiment and brand sentiment analysis.

* **Secondary research** involves use of existing data for analysis and these would typically be from data collected before and can help address primary research needs also. Data mining for insights can help; sample sizes, audience sizes can be determined and primary research can then be carried out.

* Tools like Google Alerts can help in determining brand sentiment which can be used for the secondary research purposes and can also yield qualitative data that can feed primary research.

* Use Awario to determine top influencers, sentiment analysis, reach. This being an Online reputation management app will help track Grainger's reach.

* Mention allows for social media and web monitoring and is focused on search in real time.(business2community.com)

* **Measures to NOT hamper user experience:**

1.Not conducting intercept surveys but doing e-mail surveys so as not to inhibit what user is doing. It intends to annoy shoppers when intercepted with surveys more than it being of help.

2.True intent studies are a possibility, then measure behavior and ask if goal was achieved versus intercept surveys or Unmoderated UX studies. (www.nngroup.com)

Research Objective	Methodology, sample size
How to determine awareness for Grainger and them selling Bosch Power tools	- Surveys administered via e-mail to Bosch power tools site visitors (say 250 of them). - Set up Focus groups for this audience. - Google search, customer online sentiment analysis(of say 100 customers)
Power tool customers general shopping trend and what brand do they go after	Retargeting ad studies, clickstream analysis, CTR as these customers can be targeted mostly by display ads, subsequently e-mail marketing. They may be other store shoppers like Home Depot etc who we need to convert back to a Grainger shopper.
What categories do Grainger shoppers mostly go for and how to turn their attention to power tools	True intent studies and measuring behavior. Clickstream analysis, brand sentiment Surveys to understand shopper category preference ,tendencies (75 new shoppers, 150 existing shoppers)

Objective 1-Determine awareness of Grainger as a brand and their selling Bosch Power tools

Primary research
Surveys via e-mail of Bosch Power tools site visitors (Quantitative data)
Focus groups for above audience category (Qualitative data)

Secondary research
online research of customer sentiment for Bosch brand using social media tracker like Mention
google search of Grainger customer profile, traffic

Objective 2-Analyze shopping pattern of Power tools customers, their brand preferences

Primary research
Measure Display Ad CTR and Customer Acquisition rate - (Quantitative data)
Analyze retargeting ad responses; further influence customers via e-mail to go to grainger.com

Secondary research
social media post responses to track preferences

Objective 3-Analyze shopping category preference of Grainger shoppers and get their attention back to Power tools

Primary research
Measure clickstream analysis to ads on social media
Use surveys via e-mail to atleast 75 new shoppers and 100 existing shoppers to analyze visibility to Bosch power tools
Organize focus groups to increase visibility to sale of Bosch power tools by Grainger

Secondary research
track atleast 200 customer sentiments on social media over a consistent time window
Google search and web analysis of primary, secondary customer base preferences when it comes to home improvement tools especially DIY customers.

#6. Conclusion:

Adopting the recommendations for display and e-mail will certainly pave the way for Grainger being able to increase the visibility for Bosch Power tools amongst its existing and new customer base. This in turn will fetch more sales conversions and the collaborative effort will be more fruitful. As a campaign goal, the 10% sales increase of Bosch Power tools on grainger.com can certainly happen when there's focused execution as stipulated in this report. I would like to thank the client for giving me this opportunity to present my recommendations.

Word count: 3998

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