

*Establishing a sustainable reputation for Bosch in the
Bulgarian Market*

Advice Report

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BOSCH

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Executive summary

This research report focuses on the issue of establishing a sustainable reputation and the strategy based on the cultural characteristics of Bulgarians and essentially answering the question “How can we establish a sustainable reputation?”. The report has answered the research question *How can we create a sustainable reputation for Bosch within Bulgarian society?*

The most relevant findings from the desk and field research are in three concepts. The first concept focused on the important factors in the target audience, the second concept focused on the cultural characteristics of the target audience, the third concept focused on the current reputation of Bosch in Bulgaria.

Bosch needs an integrated communication strategy for sustainability reputation that is culturally tailored for Bulgarians. The communication sources and message appeals are also modified as the target audience responds best to safety appeal and interactive communication. The initial objectives seek to increase Bosch’s sustainability reputation amongst Bulgarian target audiences.

The four stages of the communication objectives are scheduled to be reached within a year, with a focus on the first six months, and evaluation will happen at different stages of the campaign, by evaluating the big idea, mock-up communication content, and final communication results as well as possible budget variances.

Chapter I

Introduction

This advice report is written in response to the question given by the client company, Bosch: ‘How can we establish a sustainable reputation?’. The company aims to establish itself as a sustainable representative of the industry and have a sustainable reputation amongst stakeholders and consumers. The need for this report has been sparked by the current popularity of the #LikeABosch campaign that has yet to be fully integrated for the Bulgarian market. The purpose of this report is to introduce a culturally tailored communication strategy for establishing a positive sustainability communication strategy.

Bosch’s communication issue is regarding the strategy of changing reputation and target audience for sustainability communication in the Bulgarian environment. To advise Bosch on a suitable strategy to combat this, a research report which is referenced throughout, has been completed to justify the answer to the aforementioned advice question. Consumer demographics of those most receptive to sustainable communication, their sustainability awareness, communication preferences, their cultural characteristics, and the most impactful characteristics of reputation management strategies.

The following chapters show the findings of the Situation Analysis with descriptions of Bosch's current micro, meso and macro environment, the communication analysis, and the TA analysis. Additionally, suitable communication objectives, a strategic approach with a recommended brand positioning, a creative central theme, and a suitable communication mix are introduced. Overall, the components of the practical execution of the communication advice are laid out.

Chapter II

Situation analysis

Micro analysis

Bosch is a global company that started as a “Workshop for Precision Mechanics and Electrical Engineering” in Germany in 1886 and was founded by Robert Bosch. Right now, it is a global supplier of technology and services with about 395, 000 associates. They are currently known for creating innovative, smart and connected products that make life easier and more exciting for their customers (Bosch, 2020).

Bosch is a global hierarchical profit organization as stated by the communication on their site (Bosch, 2020). The mission of the company is to spark enthusiasm and improve quality of life while conserving natural resources, in short, they say they want their technology to be ‘invented for life’ (Bosch, n.d.). Their vision is not clearly stated but they do say that they are currently pursuing the vision of mobility that is sustainable. Their values are clearly stated: future and result focus, responsibility and sustainability, initiative and determination, openness and trust, fairness, reliability, credibility, legality, and diversity (Bosch, 2019). Especially seen in the mission and vision, Bosch focuses on sustainability even internally and is currently CO2 neutral in all of its locations (Bosch, 2021).

Meso analysis

Market analysis

Bosch is a global leading supplier of technology and services that also prides in leading innovations through creativity. It uses differentiating targeting strategies customers

from automobile companies, from diversified industries, upper-class social groups, and professionals.

The market in which Bosch operates is filled with counterfeit product manufacturers, small suppliers, and grey markets affects everyone in the industry. The performance depends on various factors: infrastructure availability, labor cost, government supplier availability, bargaining qualities and network (Bhasin, 2018).

In the areas where Bosch is dominating the market, it is also leading with sustainability solutions which also makes the company dominating in that area as well.

Competitor analysis

Bosch has roughly 395 000 associates and is the market leader in the product markets they operate into and especially in mobility solutions where they mainly work in innovations and look for sustainable alternatives.

In the case of innovative solutions, market share, network of distribution, quality and price of products, Bosch also competes with companies like Tyco, Pelco and many others.

In a case study where Bosch was chosen as a main target for analysis, it was found that sustainability and corporate social responsibility (CSR) has an effect on competitive advantage. Furthermore, the case study also proved that Bosch individually is a great example for competitive advantage through CSR and integrated strategic plan (Mattera, 2011).

Macro analysis

Based on the DESTEP analysis for Bulgaria (Table 1), Bosch has to take into account the fact that they are dealing with an aging population with high literacy. The ecological situation will have to be taken into consideration as well as the main office of Bosch Bulgaria is located in Sofia, where it is said to be the dirtiest capital in Europe.

The increased digital literacy and usage have to be considered when deciding on communication channels and approaches. The poverty rate also affects Bosch as they do aim towards the upper-class social groups when it comes to their marketing strategy.

Table 1.*Destep analysis for Bulgaria*

Factors	Bulgaria
Demographic	<p>Constantly decreasing population</p> <p>Population is 6 897 503</p> <p>Median age is 44.6 (Worldometer, 2021)</p>
Economic	<p>Employment to population ratio is 51,7 %</p> <p>Poverty rate is 1,4%</p> <p>Inflation rate is 1,7%</p> <p>GDP is 68,56 billion dollars (Knoema, 2021)</p>
Social	<p>The healthcare system has had an improvement in transparency and accountability in recent years (Dimova et al., 2018)</p> <p>The population density in Bulgaria is 64 per Km²</p> <p>Literacy of people above the age of 15 is relatively high with 98,4% (UNESCO, 2021)</p>
Technological	<p>The National Development Program Bulgaria 2030 introduced a priority 8 Digital connectivity aiming at building a modern and secure digital infrastructure as a basis for offering more digital services (European commission, 2020).</p> <p>The number of internet users in Bulgaria increased by 242 thousand (+5.2%) between 2020 and 2021.</p> <p>The number of mobile connections in Bulgaria increased by 29 thousand (+0.3%) between January 2020 and January 2021 (Datareportal, 2021).</p>
Ecological	<p>European Environment Agency have consistently placed Bulgaria at the top of the unflattering ranking of countries with the worst air quality, while Sofia has repeatedly earned the title of most polluted EU capital. (Osservatorio Balcani e Caucaso Transeuropa, n.d.)</p> <p>CO₂ intensity is 2.36 kg per kg of oil equivalent energy use (Knoema, 2021)</p>
Political	n/a for this issue

SWOT analysis

This SWOT matrix (Table 2) shows the internal strengths and weaknesses of Bosch and the external opportunities and threats in the environment (Mind Tools Content Team, n.d.). Amongst Bosch's strengths is the long portfolio of successful marketing strategies and quality reputation. They also dominate most of the markets they are involved in (Fern Fort University, n.d.). However, their weaknesses show that they have more of a conservative approach when it comes to communication which can be an issue when it comes to the issue of the advice report (Bosch, 2021).

The opportunities they could take advantage of are the increasing number of Bulgarians online, allowing for online advertising and targeting consumers. Millennials could be targeted as they are considered the most eco-friendly generation that also supports sustainable brands the most (White et al., 2019). The threats Bosch could face are the political situation in Bulgaria and the rising reputation of small businesses. The political situation in Bulgaria currently does not help sustainable companies the same way others do, and Bosch has experience with (Mantcheva et al., 2012). The small businesses have also gained a sustainable reputation due to local supply lower amount of waste while Bosch has always imported products in Bulgaria from outside manufacturing (Blue & Green tomorrow, 2016).

Table 2.*SWOT analysis for Bosch Bulgaria*

<u>Strengths</u>	<u>Weaknesses</u>
<p>Successful at market strategies</p> <p>A lot of involvement in charity and sustainability campaigns</p> <p>Positive quality reputation</p> <p>Dominating in most markets Bosch has pursued (Fern Fort University, n.d.)</p>	<p>Not enough external communication</p> <p>Sharing global management information without rewriting or altering it</p> <p>Style of communication does not change or adapt (Bosch,2021)</p>
<p>Because of the Covid-19 pandemic situation, Bulgarians have raised their online screening time and are exposed to more information</p> <p>Millenials are considered the most sustainable consumer and generation. They are also at the bottom of the age range for the target audience.</p> <p>Consumers have strated looking for sustainable brands to support over the companies who are not. (White et al., 2019)</p>	<p>Bulgaria has yet to prioritize sustainability and develop strategies for it (Mantcheva et al., 2012)</p> <p>Small businesses are considered more eco-friendly and sustainable</p>
<u>Opportunities</u>	<u>Threats</u>

Chapter III

Communication analysis

The communication analysis shows Bosch's position within different organizational forces. It consists of five parts: an interested parties table, Bosch's communication network, information climate, communication role and goal.

Interested parties

In their new reputation management communication strategy, Bosch will communicate with Bulgarian consumers with the aim of establishing a sustainable reputation. Apart from the customers, all stakeholders that are classified as 'interested parties' will be presented in Table 3.

Table 3.*Interested parties*

Relationship	Stakeholder	Communication role	Message	Influence on consumer	Structure
Internal	Bosch's marketing & communication departments	Putting the communication advice into practice	Bosch's added value to sustainability reputation and Bulgarian market	Low (Lacking connection to consumers)	Dependent (employed by Bosch)
Connected	Ecologists	Part of non-profit or governmental organizations that can propose regulations or inform consumers	Bosch's success in executing sustainable campaigns and internal policies	High (Professional opinion on the topic and a trusted source)	Independent employees
Connected	Environmental bloggers/ vloggers	Opinion about the organizations' overall sustainability reputation and actions	Bosch's impact on the environment and surrounding community	High (Go to source for general consumers that are looking for general information)	Independent/ self-employed
Connected	Competitors	Promoting their product to Bosch's target market	Their company is better and does more for sustainability	High (competitor for loyalty and image)	Independent corporation
External	Government	May approve or disapprove Bosch's sustainable actions	Consumers can be assured that Bosch's environmental and CSR actions are (not) meeting the criteria	Medium (can regulate the market)	Independent
External	Media	Promote Bosch's sustainable actions	Consumers may talk about Bosch choose it over competitors	High (reaches a large number of people)	Independent media but influenced by public opinion and interests

Communication network

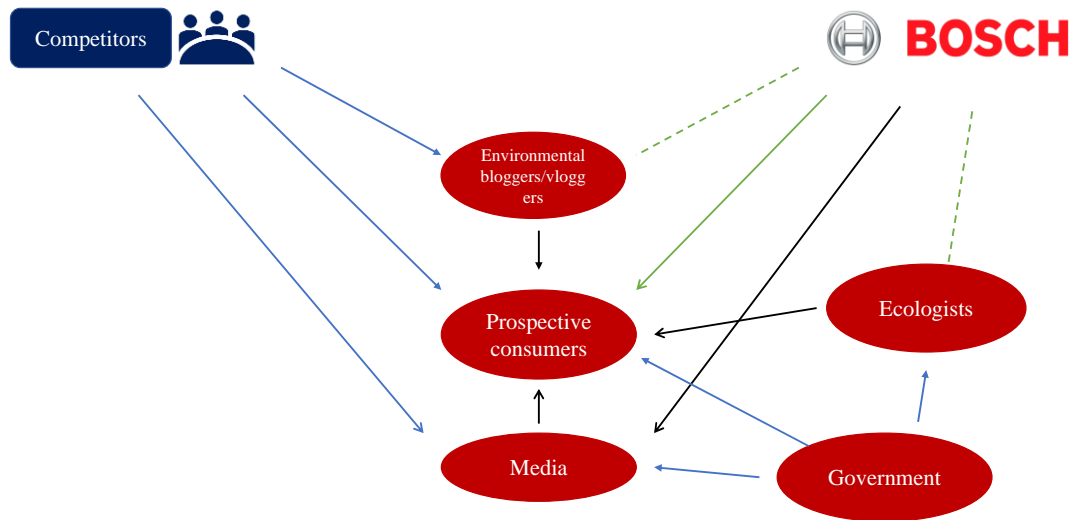


Figure 1 portrays the communication environment of Bosch. The solid lines represent existing communication connections and the dotted ones represent planned ones. The green lines are the communication streams that will be beneficial for Bosch, black is for neutral connections, and blue ones are for possibly harmful communication.

Bosch takes a sender role as it needs to disseminate promotional messages to prospective consumers and to intermediaries like environmental bloggers/ vloggers and ecologists. Competing messages will be sent by competitors in order to reach the consumers. Other information sender is the government, it informs the consumers about environment and business-related topics because of their own agendas and their agenda may or may not overlap with messages from Bosch. Therefore, Bosch is advised to monitor them.

Information climate

Table 4 highlights the information requirements for each of Bosch's stakeholders.

Even though they vary based on the stakeholder, some common themes are: *Added value of Bosch's sustainability; Details of sustainable actions; Benefits of sustainable actions; Research foundation of sustainability accomplishments.* f

Table 4.

Information climate for Bosch

Stakeholder	Information requirements
Consumers	Added value of Bosch's sustainability, details of sustainable actions, benefits of sustainable actions
Bosch's marketing/communications department	Reputation management strategies, cultural and demographic characteristics of target audience
Ecologists	Research foundation of sustainability accomplishments
Environmental bloggers/vloggers	Research foundation of sustainability accomplishments, added value of Bosch's sustainability, benefits of sustainable actions
Competitors	Added value of Bosch's sustainability, communication strategy
Government	Added value of Bosch's sustainability, benefits of sustainability actions
Media	Added value of Bosch's sustainability, details of sustainable actions, benefits of sustainable actions

Role of communication

In order to solve its communication issue of how to establish a sustainable reputation amongst Bulgarians, the educational role is the most relevant one in Bosch's communication plan. Bosch can teach prospective consumers about their high standards and accomplishments regarding sustainability. Besides the educational role, it is recommended to extend it by a reputation management role as Bosch also wants to improve its sustainability reputation. The combination of different roles usually increases effectiveness compared to the use of those roles in isolation (Vos et al., 2004), and is therefore advisable.

Communication goal

To position and promote Bosch as a sustainable company in Bulgaria within one year.

The communication goal is clearly linked to Bosch's communication and reputation goal of achieving a sustainable reputation. As it only focuses on one country in which Bosch has prior marketing experience and furthermore already a network of employees in, it is also feasible within the time period of one year. No ethical and juridical constraints were found regarding Bosch's communication goal.

Chapter IV

Target audience analysis

This chapter outlines relevant parties for Bosch's marcom approach. It includes analyses of its preliminary target audience (TA), its communication strategy, targeting, and lastly descriptions and persona of relevant target group.

Preliminary Target Audience

Pausit's former segmentation and targeting activities have solely focused on sales marketing strategies in the global market.

The client's communication goal is to position and promote Bosch as a sustainable company in Bulgaria within one year. Therefore, the preliminary TA as defined by Bosch can be labelled as "Bulgarian consumers". Based on the research report, Bosch's current reputation is based on trustworthiness and quality (Valkova, 2021). However, Bosch has not defined one specific TA for communication based on variables like employment status, age, or other demographic variables.

Communication strategy

Bosch Bulgaria's current communication strategy relies on a conservative and consistent approach. It relies on strong branding through the site, LinkedIn and Facebook for social media and some media exposure (Bosch, 2021). The findings in the research report suggested more interactive communication and different messaging channels (Valkova, 2021). An integrated communication strategy with a TA does not yet exist.

Targeting strategy

The research report on the issue has shown that an interactive, culturally tailored communication with strong branding is the best approach for sustainability. (Valkova, 2021). Thus, branding remains integral to Bosch's communication success, as discussed in "Communication strategy". However, the conservative approach and message sources will need to be altered. Therefore, the decision was made to focus on people with higher education level as a primary target group, and people with high sustainability awareness as a secondary target group.

People with higher education level were segmented using the variables shown in Table 5. The concrete relevance of these variables and the reasoning therefore have been confirmed by research (Valkova, 2021).

Table 5.

Segmentation variable	Reasoning
Age: 30-65	The people in this age group were proven to be most responsive to reputation management strategies and most likely be loyal to a sustainable company
Education: higher education	People with higher education showed higher capability in understanding messages about sustainability.
Sustainability awareness: high	People with high sustainability awareness were proven to be most responsive to sustainability communication
CSR attitude: positive	People with positive attitude towards CSR are more likely to trust the company and deem their communication as trustworthy.

People with high sustainability awareness were segmented because of the findings in the research report where it was proven that reputation is highly affected by word-of-mouth behavior (Valkova, 2021). This group is secondary because they are most likely to boost the company's reputation but not necessarily become a loyal consumer of the brand.

TA description

Primary TA

Based on the findings of the research report and the core issue of this report, people with high education level were identified as the primary target audience. In research it was proven that people with the highest education level, were most interested in sustainability and the environment overall (Valkova, 2021). The same people were also most likely to have a sustainable consumer behavior (Fisher et al., 2012). The research report also has highlighted the importance of education level (Valkova, 2021). Highly educated people were made Bosch's primary TA because they they can contribute to solving the main problem of this report, improving sustainability reputation by being the people that will talk about sustainability issues and accomplishments in their personal and professional life. They are also the people that can influence people around them and freely vocalize their opinion, i.e. popularizing sustainability actions that Bosch has taken (Fisher et al., 2012).

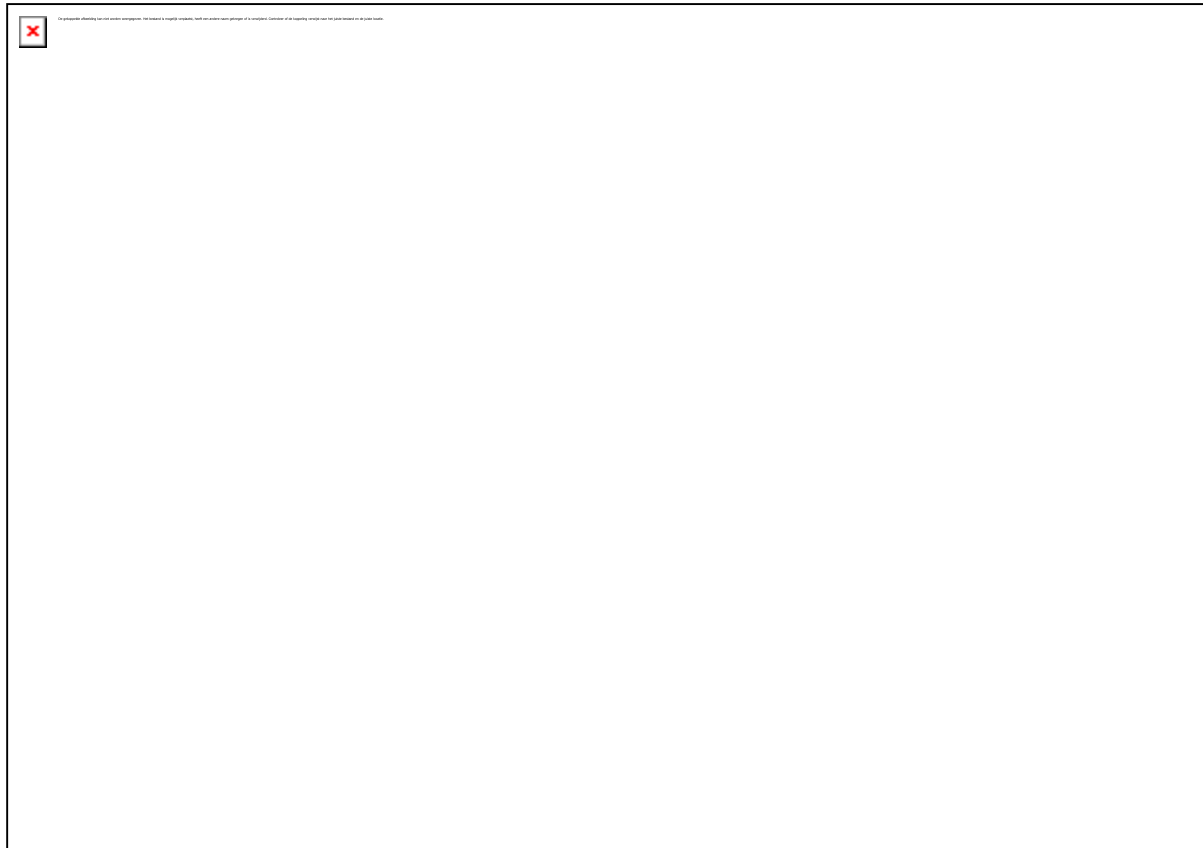
Figure 2.*Primary TA persona****Secondary TA***

The choice of people with high sustainability awareness was also based on the findings of the research report. The findings showed that the primary TA tends to be more individualistic, while the secondary one is more collectivistic which helps with being influenced by the other group, i.e. snowballing effect (Valkova, 2021).

Research amongst Bulgarians showed that when asked about sustainability 53% had not heard about it, 42% had heard about it and 5% refused to answer the question which shows high sustainability awareness (Danchev, 2005). Another research shows that awareness alone can be used for changing reputation but constant exposure to information also affects commitment and loyalty of the customers. (Eccles et al., 2007).

Figure 3.

Secondary TA persona



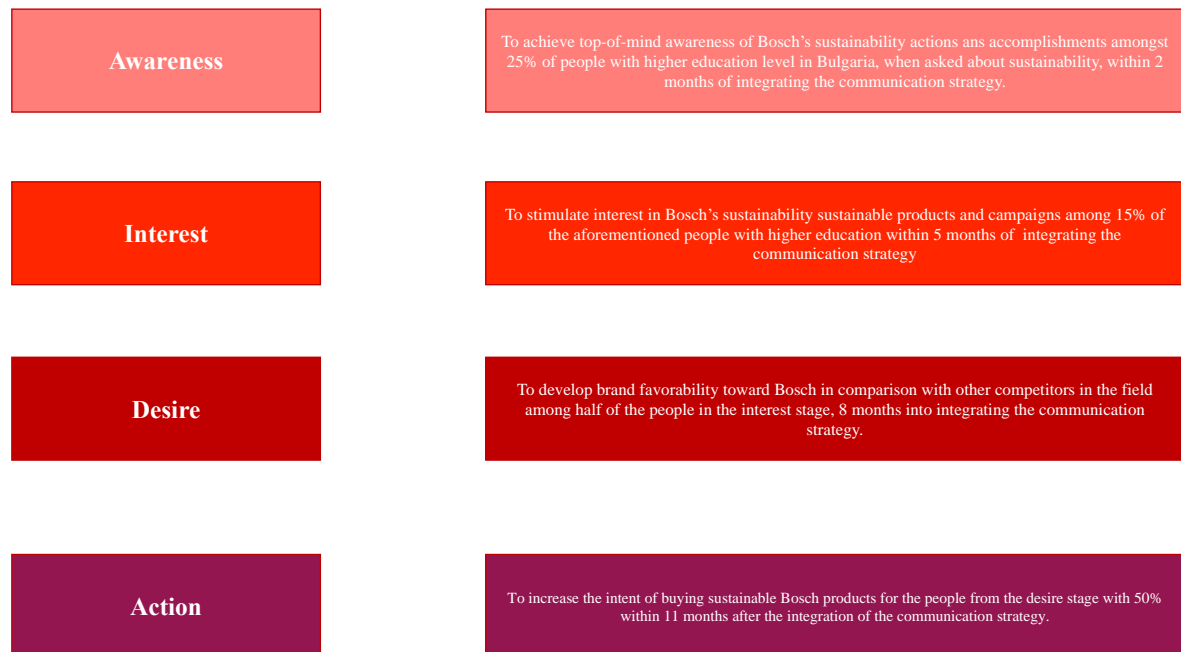
Chapter V

Communication objectives

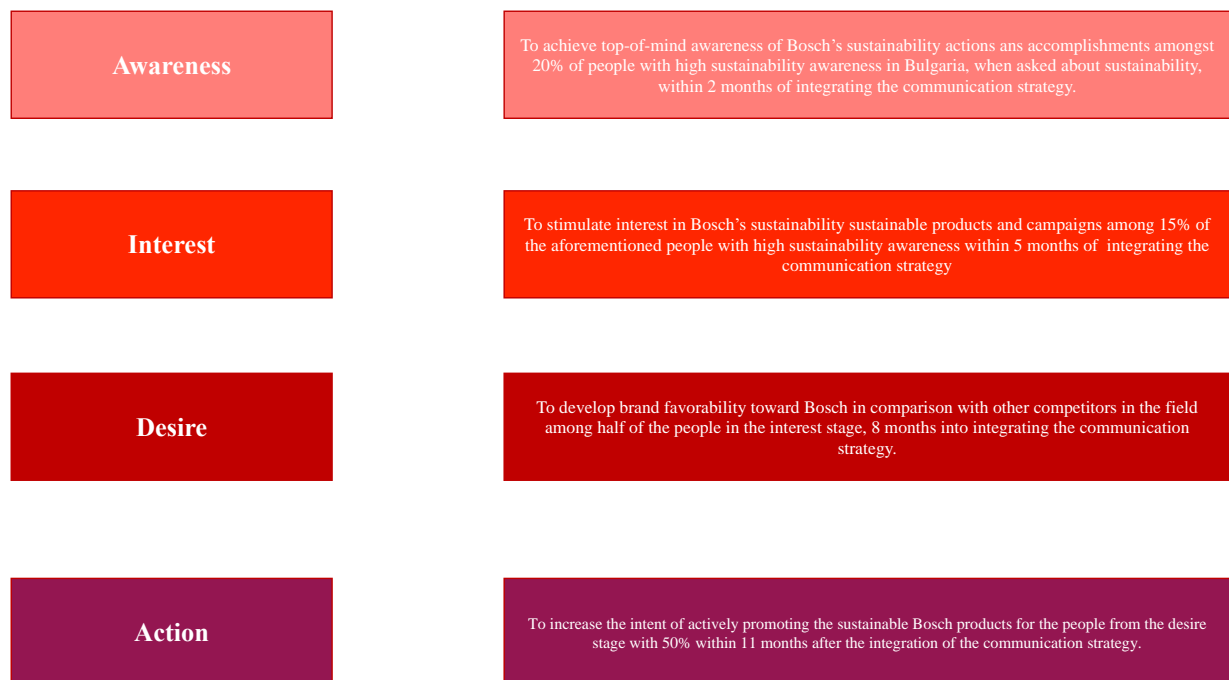
The following communication objectives for both TAs have been formulated to contribute to Bosch's overarching goal of positioning and promoting Bosch as a sustainable company to Bulgarian consumers within one year. Since the goal implies a high awareness level of sustainability but a low one for Bosch's sustainability action among its consumers, the campaign starts at the awareness stage for both TAs.

Primary TA: People with high education level

The AIDA model (Lewis, 1908) was used to translate Bosch's strategy into communication objectives for people with higher education level. In order to get the primary TA to the action stage, i.e., to actively purchase Bosch sustainable products, their top-of-mind awareness of Bosch's sustainability actions and achievements, their interest in Bosch's sustainable products and campaigns, and their brand favorability of Bosch over the competitors in the field. Developed as shown in Figure 4.

Figure 4.**Secondary TA: People with high sustainability awareness**

The same model has been used to create the objectives for the secondary target audience (Figure 5). In order to get the secondary TA to the action stage: to actively promote sustainable Bosch products, the characteristics and the persona were used in order to differentiate the two TAs and reach to final objectives.

Figure 5.

Chapter VI

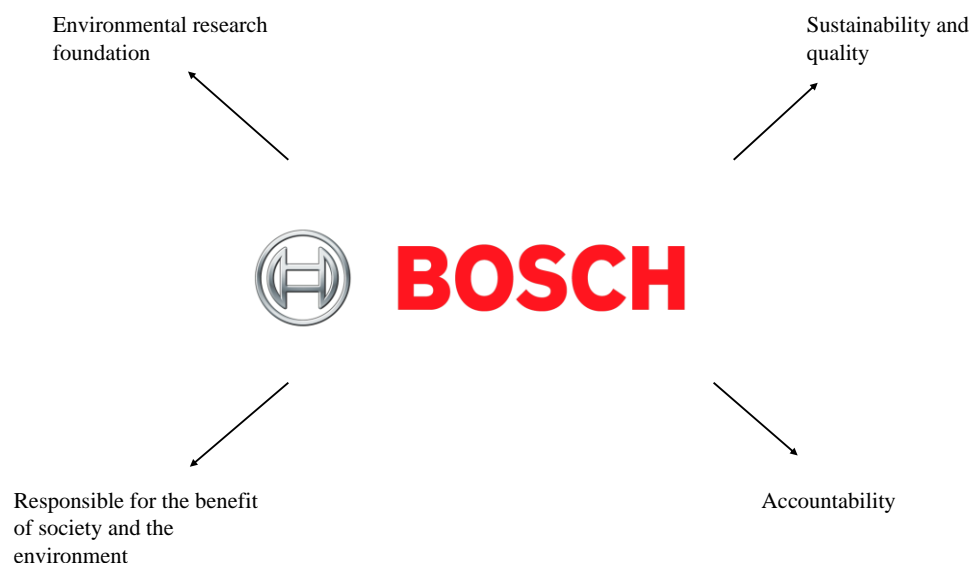
Strategic approach

Sustainable brand positioning/ strategy

Teodorovic (2015) has stated that sustainability creates a ground for positioning a product based on its significance and relevance associations to the sustainability elements of choice. The more the brand is perceived strong, favorable and unique in terms of its positive impact on environment, society and economy the more value it carries. Consumers' preferences and perceptions about brands vary because of the different brand knowledge structures.

Bosch must use an informational positioning which conveys its sustainability actions and accomplishments and positions them as the most sustainable company in the market. Different from many of its competitors which emphasize some CSR campaigns, Bosch centers the prevention of further damaging the environment and accomplishing CO₂ neutrality. A recommendable sustainable brand essence for Bosch is shown in Figure 6.

Figure 6.



Communication approaches

For Bosch it is advisable to use a mix of multiple communication approaches: top down; one way; indirect, and outbound.

A **combined one-way and outbound approach** will be used in order to get the primary and secondary target audience to get to the awareness stage of the AIDA model. The one-way approach is used to inform and persuade, the optimal way would be to use it through a TV advertising or a press release. The outbound approach aims to reach as many people as possible and is usually associated with ‘old marketing’ because of the feeling it just pushes products. However, in this case the focus is on sustainability and not the products so a combination of both approaches will definitely help to achieve the objectives.

Indirect approach is when the communication reaches the listener through an intermediary organization. For Bosch that would be a good choice as it will detach the consumer from the site without forcing the communication department to ‘cheat’ on the established branding of the company. Usually this approach can be achieved through a few ways but the optimal ways for Bosch would be through a media organization or an environmental blogger/ vlogger.

Top-down approach is when an authority figure communicates down the hierarchy. This approach would be appropriate as the insights from the research report showed that Bulgarians have a high power-distance for their cultural characteristics.

Chapter VII

Central theme

Core creative concept

The *Big Idea* of Bosch's sustainability reputation was already given in the project proposal (Valkova, 2021): *Live sustainable #LikeABosch*. However, that idea was a globally communicated sustainability campaign that was never executed to its full capacity in Bulgaria (Bosch, 2021). It is meant to be a playful twist of the words 'boss' and 'bosch' which has led to a innovation in Bosch's branding. This playful concept has reached many countries all over the world, but one has stayed behind and is the reason for those reports.

Thankfully, that allowed for the research report to test the existing materials and come to the conclusion that the campaign concept fits the TAs perfectly. However, that does not mean that it does not need cultural tailoring targeted towards the characteristics that have been found.

Messaging strategy

Even though the aim of this report is the sustainable reputation, it is logically connected to the sustainable products that Bosch is offering, therefore, the messaging appeal has to be cognitive as they are in the category of expensive, commitment products. A generic strategy combined with a USP strategy focusing on Bosch's advantages, is recommended.

In order to move both the primary and the secondary TA towards the action/resonance stages, a shift to a more emotional strategy that centers resonance with the brand is advisable as buying decisions – even in high-involvement settings - are rarely made solely based on hard facts.

Message source

The preferred message source for the primary TA are Bosch's employees who can deliver convincing, credible and detailed product information through the site or indirectly through the media or an 'influencer'.

For the secondary TA, the brand is the recommended message source in the awareness and associate stages which ties in with the one-way approach. The brand communicates its facts and figures to the audience to inform them about Bosch's sustainable accomplishments.

Message appeal

It is recommended that the message appeal is logical as both target audiences are chosen for existing knowledge and high awareness.

Furthermore, the "Big Idea" refers to "Like a boss" which can be interpreted as humor appeal. It will be a recurring theme which will be touched upon in the communication mix and was found beneficial because it adds the emotional resonance component that is needed to move both TAs towards the attitude- and behavior-based stages.

When it comes to the cultural characteristics, it is important to keep in mind that due to the high uncertainty avoidance, Bulgarians respond well to the safety appeal and avoid anything too shocking or risky as an image or appeal (Valkova, 2021).

Strategic approach and organizational values

The overall communication strategy does not interfere with Bosch's style, values and other positive established reputations. Any communication that is not part of the usual portfolio of Bosch, can be delivered through another source, e.g. media, bloggers, vloggers.

The communication of sustainability has always been part of Bosch's vision and mission and is therefore logical to be translated into the Bulgarian market.

Chapter VIII

Communication mix

The following communication mix has been selected in order to achieve the objectives, mentioned in chapter V.

Communication instruments

The advised communication instrument for the primary Target audience is broadcast media and websites/social media. Considering the opportunity of the increasing screen and online time due to the pandemic situation, those instruments will allow the information to reach a larger number of people and make it easier to achieve the awareness objective.

For the secondary target audience, social media and public relations are recommended as that TA has a younger age range and will respond positively due to high sustainability awareness but will not seek information and needs to be approached unexpectedly.

As the aim of the report is to establish a sustainable reputation and in the research report it was found that word-of-mouth is an important factor to any organization's reputation, it would be suggested as a communication instrument.

Communication channels

A combination of different online medias is recommended for both TAs. For the primary target audience, it is advisable to use paid media like influencers as it can be

interactive without forcing Bosch out of their comfort zone and allowing for different approaches.

For the secondary it is recommended to use earned media as it has more of an easy-going approach that will not make the message feel like ‘information overflow’.

Both TAs can be approached with an owned media as well as it usually has more authority and credibility and both groups respond well to that (Valkova,2021). The site is one option, but it gives less of a freedom content wise but can be used for bigger messages that would otherwise not fit in the other medias. For awareness, owned media could be used (LinkedIn, Facebook, Instagram, etc.) and could be boosted with paid ads.

Communication content

The content varies based on the TA. For the primary, press releases, infographics and data could be used in order to give more in-depth information and promote engagement with Bosch’s actions.

For the secondary, photos, videos and ads would be more appropriate as they are less time consuming but still engaging.

Communication architecture

The communication architecture will be illustrated in tables 6 and 7 for the two TAs, based on the AIDA model.

Table 6.

	Awareness	Interest	Desire	Action
Instrument	Social media	Word-of-mouth	Website	Broadcast media
Channel	Earned	Offline	Owned	Paid
Content	Photos/ Videos/ Ads	uncontrolled	infographics/ data/ platforms	Video/ Press

Table 7.

	Awareness	Interest	Desire	Action
Instrument	Social media	Word-of-mouth	Broadcast media	Website
Chanel	Earned	Offline	paid	Owned
Content	Ads	Uncontrolled	Video/ Press	News and stories

Chapter IX

Communication planning

Communication scheduling

The separate communication strategies for both TAs have been planned for one year and are scheduled to start in August 2021 to give Bosch enough time to prepare for the execution of the strategy.

A rampdown exposure pattern that belongs to the pulsing type is advisable for both TAs. Since Bosch is only entering the awareness stage in the beginning of the campaign, heavy exposure is advisable, and activities such as media creation, interviews, events, SEO will be centered. After the exposure through various channels in the first two months of the campaign, at the interest stage, exposure to the secondary TA will gradually decline and eventually be replaced by word-of-mouth. For the primary TA, it will continue as planned, which allows Bosch to squeeze in additional communication activities, e.g., events and interactive campaigns for additional exposure and interest.

Communication Budgeting

Table 8 is based on the affordable method that belongs to the top-down budgeting strategies (Walsh, 2020). This approach was chosen because Bosch's management has not set a fixed limit for all activities within one year in the duration of the integration of the communication strategy. The majority of costs are for advertising as Bosch already has enough employees that do most of the tasks that are needed for this communication strategy. A limitation to this budget is the different costs of service in Bulgaria and abroad and most

information is targeted towards western Europe and America. Furthermore, the fixed maintenance expenses are currently unpredictable due to the pandemic situation.

Table 8.

Category of exrenses	Direct/ indirect	Fixed/ variable	Internal/ external	Estimated quantity	Estimated cost	Estimated subtotal
Payroll						
External advertising agency	Direct	Fixed	External	1	5 000	5 000
Internal marketing personel	Indirect	Variable	Internal	N/A	3 500	3 500
Payroll total						8 500
Paid advertising						
Linkedin advertisements	Direct	Variable	External	N/A	4 000	4 000
Facebook advertisements	Direct	Variable	External	N/A	4 000	4 000
Youtube advertisements	Direct	Variable	External	N/A	5 000	5 000
advertisements	Direct	Variable	External	N/A	1 500	1 500
paid advertising total						14 500
Other/fixed expenses						
website maintenance	Indirect	Variable	Internal	N/A	N/A	-
Office space	Indirect	Fixed	External	N/A	N/A	-
Utility expenses	Indirect	Fixed	Internal	N/A	N/A	-
Tax expenses	Indirect	Variable	Internal	N/A	N/A	-
Insuranse expenses	Indirect	Fixed	Internal	N/A	N/A	-
Other/fixed expenses total						
Total expenses						23 000

Communication evaluation

In order to test the different components of its strategy, Bosch is advised to conduct evaluations through tests for each of its TAs. During the pre-test, major parts of the communication mix are tested for both TAs. Therefore, TA representatives are surveyed after being exposed to Bosch's communication tactics. The effect stage evaluates the response rates of the secondary TA to see whether it has moved from curiosity to a positive attitude towards the brand. Simultaneously, the primary TA will be evaluated in a similar nature, whether they have developed an intent to recommend the company and be loyal to it. Both effect stages will also be applied to further objectives. However, this is expected towards the

end of the campaign duration, and therefore without the scope of this report. Finally, the budget will be monitored for unforeseen changes.

Table 9.

Stage	What?	RO	Stimuli	Metric	Methodology	Sample	Timing	Frequency
Pre-test	Communication strategy	Appeal to consumer	conversation	increase/decrease of likeability	interview	10 bulgarians	Pre campaign	Once
Pre-test	Communication strategy	Persuasive appeal	Mock posts	increase/decrease of likeability	survey	30 bulgarians	Pre campaign	Once
Effect	Word-of-mouth	Convincing appeal	personal meetings	credibility level	interviews	10 bulgarians	mid-campaign	Every few months
Effect	strategy effectiveness	Response to advertising	personal meetings	data analytics	survey	50 bulgarians	mid-campaign	Once
Process	Budget	Budget variances	Ledger	amount of money	Internal audit	n/a	mid-campaign	Continuously

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