



5X4Z0008_2223_OP Understanding Customer Engagement

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TASK 1: DIGITAL CUSTOMER ENGAGEMENT PLAN

Brand and PSO:	Hilti and Hilti Fleet Management, an all-inclusive subscription tool service which allows customers to lease Hilti tools for a set period of time, rather than owning them outright - meaning they only pay for the tools they actually need, with the option to exchange them for the latest versions once their contract ends. Service users also benefit from free servicing and repairs, free loan tools plus theft coverage.	Target customer:	New customers to Hilti, those that have entered the RACE framework (Chaffey, 2022) at the convert / purchase stage. Customers who work for small construction firms (max. 7 employees) when they purchase a Hilti TE 4-22 cordless rotary hammer on a Fleet Management (FM) contract, spreading the cost of the purchase over 3 years.
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Context for this proposal:	At the end of Q3 2021, out of the ≈139,000 construction firms registered in Great Britain, over 40% employed between 1 and 7 employees (ONS, 2021). So-called “small businesses” make up a significant part of the UK construction industry. The benefits of cordless power tool usage are well-known within the construction industry, with improved flexibility and safer working practices. 2022 highlighted the importance of cordless to Hilti, as online revenue surpassed [REDACTED] batteries alone (Appendix 1). Cross-selling opportunities like this illustrate why Hilti cannot afford to miss out on transitioning new customers into loyal customers - cordless tool body sales accounted for just [REDACTED] in 2022 (Appendix 2). Hilti should consider this proposal a scalable methodology to move new customers up the relationship ladder (Egan, 2011:81), up past the advocacy rung and to the level of partners. By moving new customers around the loyalty loop and staying beside them as they grow their businesses, Hilti can extend the customer relationship allowing them to cross-sell and up-sell more products to them (Chaffey, Hemphill & Edmundson-Bird, 2019).
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Customer Phase:	Onboarding	Onboarding	Retention	Advocacy	Loyalty
When	Timing Day of proposed delivery of purchase	One week post-purchase	Six months post-purchase	Six months post-purchase	One year post-purchase
	Key milestones The imminent arrival of the customer's new Hilti TE 4-22 drill	Introducing customer to their dedicated Internal Sales Account Manager (ISAM)	No set milestone - can be moved based on engagement patterns of customer with previous comms	Customer has been using the tool and will be needing to replace the drill bits they are using	Customer has reached their one year anniversary, 1/3 of the way through their FM contract
What	Offer / Proposition Helping the customer to set up their new purchase so they can use it effectively, as soon as it arrives	Giving the customer a contact within Hilti to help with any questions they might have	Giving target audience relevant information (with limited sales or promotional messaging)	Allowing the customer to rate their purchase in exchange for free products	Check with the customer to see how business is and also that the FM contract is fulfilling their needs; do they need fewer / more tools?
	Purpose Hilti should be looking to move the new customer up the engagement ladder; this communication is important as it's one of the first post-purchase interactions.	Retention / Related sales / Referrals 1: Cement the bond between customer and Hilti, giving them a contact if things go wrong with their purchase. 2: Once conversation with ISAM is initiated there are opportunities to cross-sell associated products.	Retention / Related sales / Referrals Remind customers of the risks of dust inhalation with the overall goal of increasing related sales of dust removal systems.	Retention / Related sales / Referrals Hilti should be looking to nurture advocacy as '49% of all consumers say they trust the reviews they read online', (Ying, 2022:online).	Retention / Related sales / Referrals Give the customer the opportunity to tweak the FM agreement that they took out 12 months ago. Does it still match their business needs? Explore opportunity to up-sell different tools.
How	Engagement activity / Method of engagement Building on the excitement of a new product purchase whilst also keeping the customer in the loop on delivery	Giving a point of contact (POC) increases customer satisfaction, promotes quick issue resolution and builds trust in a company (Indeed.com, 2022)	Sharing important thought leadership information with customer relating to key industry topics	Even though '16% of shoppers say they're "very likely" to review a business if asked to do so' (Orbelo, 2022), incentivising advocacy is a proven tactic.	Listening to the customer and making sure that their FM contract is still relevant and they're maximising the benefits of it
	Channel and format Email	SMS Text message	Retargeting via Instagram / Facebook ads aimed at audiences with low number of employees	Email	Email
	Content - creative and messaging Creative Imagery showing quick start video guide Messaging <i>Your new TE 4-22 is almost here. You'll soon have your hands on a Hilti classic.</i> <i>As a way of saying thanks, we thought you might like this video. We know you know construction, but this gives you some pointers on setting up your new tool so you can get drilling right away.</i> <i>We know things have a habit of going missing on site, so here's some other useful links for things like the operating manual.</i>	Creative Text only (max. character limit of 160 per message) Messaging <i>Following your recent purchase I wanted to say hello 🙌 I'm here to help get the most out of your Hilti tools. Pls give me a call if I can help with anything.</i> Pains / Gains + Gives customer a POC if any problems arise in the future with their purchase(s) + Customer can also speak to POC when they need to activate or change elements of their FM contract - Customer might not have given a mobile number at point of purchase so could miss out on useful ISAM contact information (suggestion to replicate messaging on email sent at same time) - Communication could arrive off the back of an unpleasant initial purchase experience; late delivery, wrong product, etc.	Creative Video raising awareness of the risks associated with dust inhalation, incorporating stats. Video has been chosen as it achieves better engagement; according to Brent Barnhart, 'videos on Instagram get 21.2% more interactions compared to images' (Sprout Social, 2022:online). The video displayed will incorporate a TE 4-22 to further resonate with customer, linking back to their purchase. Messaging <i>According to recent statistics from HSE, there are around 12,000 lung disease deaths per year estimated to be linked to past exposures at work.</i> <i>Read more on how you can protect yourself from the risks of dust inhalation.</i>	See TASK 2 for full Creative and Messaging Pains / Gains + Gets to share opinion on TE 4-22 purchase + Receives a free gift for very little effort - Customer is too busy and might not want to take the time to review their purchase GDPR Considerations Following discussions with the Data Protection Manager for Northern Europe, it is apparent that Hilti has a complex set of opt-in categories. Hilti has chosen the double opt-in method to ensure GDPR compliance instead of the legitimate business interest option. Not necessarily a barrier to customer engagement activities, but marketing preferences must be adhered to. Additionally, once opt-outs have been factored in, there will be a reduction in the size of target audiences.	Creative Imagery featuring product that they've purchased. Highlight the options of switching the tools on FM for alternate products; bigger, more powerful products / additional products. Messaging <i>Happy 1 Year Anniversary.</i> <i>We're not sure where the last 12 months have gone but here we are, one year on. How's everything going with {{Business Name}}?</i> <i>Would be great to catch-up with you to make sure you're getting what you need from the Hilti Fleet Management service. Please let us know when would suit for a review call.</i>
	Desired effect on Customers	Recognition: thanking them for their recent purchase. Relevance: timely advice on how to use their new tool. Reward: gives the customer useful information. Emotional: customer feels excited about receiving their new product.	Recognition: feel like they have someone they can reach out to, not a big faceless company. Reward: dedicated POC information. Relevance: person to speak to within the company. Emotional: customer feels valued by Hilti.	Recognition: reaching out to them for their sentiment and rating. Relevance: timely communication in-line with their product usage. Reward: free drill bits. Emotional: customer feels valued by Hilti, surprised and delighted.	Recognition: Hilti is there to support their business. Relevance: timely reminder to review their FM contract and adjust according to business needs. Resonance: Hilti wants their business to succeed. Reward: getting the most out of their FM contract.
	Desired outcome Engaged (opens and clicks links to watch the related YouTube video)	Engaged (opens and calls the stated POC)	Engaged (clicks link to find out more on topic)	Engaged (opens, clicks links, submits product rating and activates promo voucher)	Engaged (clicks link to contact dedicated ISAM and set up review meeting)
Metrics / Resource Required	Engagement metrics Email open rate / Link clicks / YouTube video watches Email automation software linked to CRM [Existing]	Calls from number in SMS to the related ISAM call centre team member / Additional cross-sales SMS software linked to CRM [Purchase required]	Link clicks / Page views of dust article / Page views of TE 4 Dust Removal System product page Social media planning tool [Existing - Falcon.io]	Email open rate / Link clicks / Ratings submitted on product page / Number of drill bit vouchers activated Email automation software linked to CRM [Existing]	Email open rate / Link clicks / Review meetings booked in diary with ISAMs Email automation software linked to CRM [Existing]

TASK 2

Customer engagement plan ends as the customer has joined the "Cordless tool FM lifecycle" programme

TASK 2: PERSONALISATION OF ENGAGEMENT ACTIVITIES

1. The email is designed to look like it was sent from the customers' dedicated ISAM, building on the established relationship between the customer and POC. A personalised subject line has been utilised to stand out in customers' inboxes; Campaign Monitor (2019) suggests that emails using this tactic are 26% more likely to be opened.
2. Recognisable branding to build upon established trust in Hilti. In 2021, Interbrand conducted a brand evaluation with 31% of their customers' purchase decisions driven by their perception of Hilti as a brand. All imagery has been selected to best resonate with the customer's previous purchase of a TE 4-22 cordless rotary hammer.
3. Further personalisation has been employed in the title, showing that Hilti values the opinion of its customers. A bonus of this tactic is the addition of product reviews on the Hilti site, with 85% of consumers putting their faith in online reviews (Userpilot, 2022). Product reviews are proven to help potential customers find the social proof they want before making a purchase. A visual hint is displayed to show what a preferred rating looks like.
4. Hilti can change the type of drill bits used in the promotion based on what they know about the customer, and the trade they work in. Understanding how the customer uses the product carries the personalisation into the imagery chosen. Price of reward shown to highlight monetary value.
5. Rewarding the customer with non-sales information, visually referencing the social media retargeting campaign that the customer might have seen. 'Brand recall from video is 85% higher than text', (Social Films, 2021:online).
6. Cross-selling opportunities based on solutions to Health & Safety problem outlined in social media retargeting campaign. Personalised CTA, which Hubspot claims perform 202% better than generic CTAs (Hubspot, 2022), allows customer to call POC from their mobile.
7. Trust in the Hilti brand is furthered with footer links; for services to support the customer, such as finding their local store and links to Hilti's social media channels.

10:40 4G 35%

← 🗑️ 📧 ⋮

Claim your FREE Hilti drill bits {{First Name}} ☆ 1

H Sam @ Hilti 09:00 to me ↩️ ⋮

2

3

WHAT DO YOU THINK TO YOUR TE 4-22 ROTARY HAMMER {{FIRST NAME}}?

★★★★☆

WORTH £45

Please share your opinion with the construction community

Simply rate your recent purchase online and we'll send you a voucher for FREE drill bits as a way of saying thank you.

4

RATE YOUR TE 4-22 & CLAIM YOUR FREE DRILL BITS

5

DID YOU KNOW? {{First Name}}, according to recent statistics from HSE, there are around 12,000 lung disease deaths per year estimated to be linked to past exposures at work. Read more >

6

RELATED PRODUCTS DESIGNED TO WORK TOGETHER

- Drill bits (TE-CX)
- Dust removal system (TE DRS-4/6) **New**
- NURON 22v batteries **New**
- Elasticated tool tether **New**

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CLICK HERE {{FIRST NAME}} TO GIVE SAM A CALL

HILTI.CO.UK | FIND A STORE | CUSTOMER SERVICE | MY ACCOUNT

FOLLOW US: [Facebook] [LinkedIn] [YouTube] [Instagram] [Twitter]

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TASK 3: ENGAGED COMMUNITY ISSUE IDENTIFICATION AND MITIGATION




'71% expect companies to deliver personalised interactions, 76% get frustrated when this does not occur', (McKinsey Insights, 2021:online). Whilst the benefits of personalisation are clear, the quality of information Hilti holds on its customers is vital to the business's success in creating engaged, loyal communities. Is the data correct that Hilti holds on the customer on the most basic level (spelling, contact details, etc.) or is Hilti making generalisations based on what they know about the construction industry, 'best guesses'?

Key to issue identification assessment:  Potential issue  Impact  Mitigation




Email (Day of proposed delivery of purchase) Onboarding phase

-  Product doesn't arrive on time or wrong order arrives causing upset to customer.
-  Arrival of comms ahead of paid for product would further damage trust in the brand very early on in the customer engagement lifecycle.
-  Move email timing a week later to make sure any ordering issues have been resolved.




SMS (One week post-purchase) Onboarding phase

-  Customer could react badly based on experience to date, ending the conversation with the ISAM immediately.
-  Some customer experience issues are unavoidable but problems can skew the response to communications, counteracting the sentiment behind the contact.
-  ISAM information could be given earlier at point of purchase with customer, avoiding potential bad feeling and celebrating failure by offering the customer quicker issue resolution.




Instagram / Facebook ads (Six months post-purchase) Retention phase

-  Customer trade doesn't match the segmentation methodology of Hilti, serving up videos that do not make sense.
-  Could be viewed at least that Hilti don't understand the intricacies within the construction industry, at worst that they don't understand the customer. Worst case the customer can begin to feel disengaged with the brand.
-  Switch focus to broader topic of Health & Safety. Individual needs for related products can be investigated by ISAM during catch-up calls.

Email (Six months post-purchase) Advocacy phase

-  Customer unable to process voucher online following rating of purchase / leaves a poor review.
-  Shouldn't effect the giving of a rating but might leave the customer with a negative feeling leading to unfavourable feedback elsewhere (on social media or with ISAM) / Hilti should not censor reviews.
-  Potentially explore more robust mechanic for voucher redemption. Send eVoucher via email, which is also redeemable in local Hilti store.

Email (One year post-purchase) Loyalty phase

-  Data on customer and their FM contract is out of date as their business has grown and changes have not been captured in CRM.
-  Could look like Hilti does not understand the customer and that they don't care as much as they say they do, causing the customer to feel disengaged from the brand.
-  Set-up schedule for ISAM contact points. Ask ISAM to update CRM in penultimate meeting prior to one year anniversary.

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