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B2B COMMUNICATION STRATEGY: INTRODUCING A NEW MULTIFUNCTIONAL APPLICATION FOR THE WASTE MANAGEMENT INDUSTRY

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Abstract: *This empirical study aims to present a real case study in the form of drafting an effective communication strategy to implement the new digital waste management application, SOWA, for B2B customers. In the Czech Republic (and elsewhere) businesses still do not accept that if they do not start working systematically with their waste, they will not have anything to produce in the future. They will not have space for their production and priority business areas. Moreover, in the rules of the new green policy, this area would become more expensive soon. However, the management of companies does not often realize the importance of innovations in this area of social, economic, and environmental reality. To effectively appeal to businesses often fighting to survive only by their social responsibility may not be a sufficiently strong argument in the current climate. At the same time, companies engaging in waste management solve the problem of how to improve their competitiveness, strengthening their position in this very competitive market. These companies thus face a major decision to introduce new digital technologies and their applications and to persuade the customers in the B2B market that these innovations represent maximum time savings and automated service for their businesses. Therefore, these companies ask themselves which marketing communication tools to use and which target groups will effectively convince them that the digitization project would benefit them. In terms of communication, the B2B market has several specifics alongside it compared to a larger, more widespread B2C market in marketing communication theory. These differences are essential in terms of the effectiveness of addressing recipients. The new communication strategy's draft rests on the authors' research, which mostly concerns the different target groups of B2B customers. The literature review characterizes the state of current knowledge of the issue of modern waste management and the necessary theoretical base in the specific field of B2B communication. This paper provides the necessary data and information which form the starting point of the communication strategy for one of the fundamental innovations in the field of waste management regarding the introduction and rollout of the new multifunctional application in the Czech Republic. Further rollout of this innovation to other central European countries is considered and subject to serious reflection.*
Keywords: app, B2B communication, digitalization, influencer marketing, innovation, relationship marketing, social media, digitalization, waste sustainability.
JEL Classification: Q53, M37

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Introduction. Waste is a staff its owner wants to eliminate (Galik, 2020). Unfortunately, we have recently witnessed an exponential increase in waste worldwide. The businesses have to deal with questions of how, where, and what to do with it. In addition, there are major changes in the field of waste management due to the unprecedented development of technical and digital technologies that draw from Industry 4.0 and 5.0 in the waste area. It leads to a gradual connection of information systems with the Internet of things (IoT) or special digital technologies supporting the so-called «smart» waste management. These represent a combination of advanced technologies and innovative strategies that help efficient sorting, recycling, or waste removal. The aim is to ensure cost-effective and efficient management of the entire life cycle of waste concerning improving public health and the environment. The «smart» waste management system aims to set a smooth and well-organized solution for this, which is nowadays full of burning problems. The global waste management market expects an increase to $542.7 billion by 2026 (Waste management market, 2021). The need for new, effective solutions is controlled by factors such as the rate of population growth and increasing urbanization, concerns about the environment, and the impact of human activity.

Along with these factors, it is the constantly increasing waste production and the world trend to use «smart» technologies in all spheres of economic and ecological reality. For instance, these smart technologies and new technological tools such as Industry 4.0 (Kovacs et al., 2022) and social media that is an internet-based platform (Belas et al., 2021) not only make positive contributions to sustainability practices (Virglerova et al., 2022) but also develop the quality of communication (Tekin and Turhan, 2020) that is based on user-generated communication (Civelek et al., 2020). Moreover, by using those technologies, the business might manage their relationships with clients (Stefko et al., 2020a), motivate their employees (Stefko et al., 2017), and communicate with the companies that they have cross-border mergers (Stefko et al., 2022a).

Since innovations develop firms (Kolkova and Kljucnikov, 2021) by increasing their performance (Kljucnikov et al., 2021), growing interest in these innovations and dependence on them have also increased (Dusek and Sagapova, 2022). It is because firms having innovative posture want to get more benefits from novel technologies (Civelek et al., 2021) that cause the existence of new techniques (Kljucnikov et al., 2020a) and new facilities (Stefko et al., 2020b). These technologies increase users' trust (Hassan and Lee, 2021) by enabling them to share valuable information in an organization (Zamir and Kim, 2022). Information communication technology has also been provided to implement such actions in the global markets (Obeng, 2021). Thus, firms operating in innovative industries also indicate more technological developments (Civelek and Krajcík, 2022; Stefko et al., 2019). Companies' stakeholders are also stimulated to take active roles in environmental management and hit their targets regarding sustainability (Cheng et al., 2022). On the contrary, in many cases, innovations and new technologies bring uncertain, risky (Stefko et al., 2021) and costly situations (Stefko et al., 2018), insufficient infrastructure and technological security, hand in hand with a certain degree of conservatism of companies to a modern approach to waste management, still represent new challenges in terms of the development of this market. Increasing demand for new technologies supporting cost-effective waste management led to new, modern technologies such as Radiofrequency Identification (RFID), Internet of Things (IoT), or GPS systems. These systems include, for example, so-called «SmartBins» – intelligent waste bins equipped with ultrasonic or infrared sensors sensitive to moisture, gases, level of filling, and weight (Pardini, 2020). Companies are strongly influenced by the unfortunate situation in society currently affected most of all by the post-covid period and war in Ukraine associated with sharp increases in energy prices, with an impact on a considerable increase in inflation and economic uncertainty. They now solve several operational problems and are unwilling to deal with innovations in the digitization of waste management (Krajcík, 2021).

The waste market is very specific, and, in terms of effective communication strategy, it is necessary to consider both the differences between this market and the communication context of the current time. The market size, the lower number of customers, and far higher costs of obtaining new customers are at stake, in addition to more complex buyer behavior. Moreover, waste management is a specific service that does not represent the final consumption but is necessary to secure company production. These facts are fundamental in determining the method of communication between participating entities. The primary objective of marketing communication is to help create and support a coalition between businesses through which further cooperation is based. The most critical factor impacting the relationship between B2B businesses is trust. Trust has also been perceived as one of the obstacles by businesses when implementing or applying innovative tools (Kljucnikov et al., 2020b). According to Mohr and Spekman, a partnership based on mutual trust is conditioned by three key parameters. These are the partnership parameter (mutual binding and loyalty, coordination of activities, degrees of interdependence and trust), communication behavior (quality, information sharing, and communication) and finally, resolving conflict situations, e.g., forms of solving

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common problems, smoothing conflicts, dominance, the use of gross words and the way of arbitration (Mohr and Spekman 2015). The project presented in the paper aims to find an effective communication strategy for B2B customers of multinational company Suez Cz, Plc. (one of the leaders in the waste management industry in Czechia), promoting a new digital innovation (mobile app) in waste management. When using the application, the customer could compare the complete data on waste production, what is currently being paid for waste or how much it receives for secondary raw materials (according to current prices – e.g., the price of paper and metals change regularly). Furthermore, it would be possible to book extraordinary waste removal and have the opportunity to check other services under the contract continuously. The study introduces cooperation between the Czech branch of Suez Cz, Plc. and The University of Entrepreneurship and Law in Prague, whose main objective was to transfer new knowledge of science and innovation into real practice in waste sustainability.

Literature Review. The literature review focuses on two areas. These are the characteristics of the issue of waste management digitalization and focus on a specific area of effective marketing communication in B2B markets.

A. Waste management for the 21st century. The concept of the circular economy is based on the effort to move from a unilateral to a closed cycle (from raw material to waste products, which unfortunately still prevails in the current economic system). In the circular economy, the value of products and materials is maintained for as long as possible, minimizing the volume of resources and waste. All resources remain in the economic system if the products reach the end of their lifetime and are reused. In 2015, the European Commission published an action plan for the circular economy, and in 2018 included it in its long-term strategy (Moldan, 2020). All companies that operate in the international waste management market seek to solve 3 fundamental questions:

1. How to accelerate all activities so that the exponential growth of waste would be managed?
2. How to automate activities due to the lack of labor in this field?
3. How to communicate appropriately and effectively with customers to ensure improved waste management?

Digital applications that could speed up waste management are key innovations in Industry 5.0. The goal should be a sophisticated application that customers could use in both municipal and industrial areas providing data for efficient and user-friendly waste management. Customers would have all information about their waste in real-time. The solution offers the Internet of Things (IoT). Such a tool's complex structure consists of several devices, technologies, and services (Murugesan et al., 2020). The Internet of Things represents a concept whereby the sharing of information, communication, and technological units are involved, for example, in «Smart Cities» solutions. The interconnection and communication of individual units in the Internet of Things is a possible solution in urban services, infrastructure, supervision, and waste management (Marques, 2019). These solutions contribute to the overall efficiency of separating and recycling waste and provide the necessary information for optimizing the proposed routes. The aim is to relieve traffic and reduce fuel consumption. The intelligent waste management models include sensors placed in the waste container measuring the repletion level and transmitting data to the «cloud». In addition to the level of container repletion, the sensors also record and transmit position, moisture, noise, or vandalism. The waste is taken from the collection site by a waste company to the place of separation or recycling at the optimum time. Two main disadvantages of waste collection are the uneven distribution (repletion of containers) and the associated inaccurate measurement of repletion of containers (Hackernoon, 2021). There are several published examples of IoT use in waste management, predominantly in Asia and the USA (Bharadwaj, 2016; Naveen, 2020; Saha, 2017; Mustafa, 2017; Vasagade, 2017, etc.). Pardini et al. described the user-friendly, simple, sophisticated My Waste app in their study. The application automatically displays the status of the container and, based on the notification, transmits the information to the user. In the case of full repletion of any given container, the nearest unit with the same user preferences is automatically denoted. The application also works operatively based on the user's current position, who needs to eliminate waste. The aim of the application is a convenience for the user, where the proper sorting and storage of waste is expected. Many digital waste management systems are worldwide (WasteHero-Denmark; Nordsense-Denmark, USA; Ashbee-India; Bigbelly-USA; Bright bin-Belgium, Enevo-USA/UK/Finland) and many others. Waste management companies are aware that the use of which currently represents a competitive advantage and that it will be a necessity in the near future. Their introduction to the waste market can reduce costs and above all, conservative attitudes of the customers and companies. Effective and persuasive marketing communication is one of the tools to break through the conservative attitudes and misgivings concerning innovations of this kind.

B. Effective communication in B2B. The main objective of communication in B2B is to build and strengthen networks based on relationship management established on both rational and emotional links between companies based on trust. One of the decisive roles in the construction of relational management is communication. Communication goals set in B2B are based on a customer orientation with the main goal of addressing the target customer with a clear, consistent, and comprehensive message that will help to convert potential customers into actual customers and existing customers into satisfied and loyal customers. In the case of content and concept of communication decisions, in the B2B markets, are customers more interested in the benefit and cost dimensions of value (in B2C, it can be more or less social, epistemic, and emotional dimensions of communicated value). These attributes must therefore be strongly emphasized in the communicated message. Emphasis should also be placed on those appeals and claims representing competitive advantage and modernity. It is also necessary to base the communication strategy on the correct media selection. It is always one of the key decisions of experts in planning communication campaigns. The difference is whether they are small business entities, with the current use of one or two media (Internet, print in the form of leaflets) or strong, large companies that use further media channels. Not only can it be a website, but in some cases, even TV, outdoor advertising, print, direct mail, social media, and recently, for example, influencers planned use of Word of Mouth, etc. However, the diversification and complexity of the media action also have some downsides. For example, in increasing the requirements and request for new knowledge set on people with the use of new forms of effective communication, even in such a «traditional» area for which the B2B environment can be considered (Svetlík et al., 2017).

With the advent of digital media, it is increasingly gaining popularity, even in B2B. New marketing communication tools include social media, influencers' strategies, direct marketing in the form of e-mail communication and information newsletters, and high-end websites. The attraction of social media consists mainly in the possibilities of its interactivity and attractive message consisting of user-generated content (UGC), which are the main prerequisites for subsequent viral online proliferation through word of mouth/mouse. (Civelec, 2020). It fundamentally increases the reach. In addition, social media in B2B environments is a suitable and complementary tool in the field of relationship management. So the question arises, in what optimal relationship traditional face-to-face personal communication with digital communication should be. Discussion about this topic has been significantly reinforced by the recent COVID pandemic, associated lockdowns, and the need to switch to a new communication mode. In addition, businesses have realized that this is often an equally effective communication with much lower costs (Kljucnikov, 2021). International research (Poland, USA, Argentina, Italy, and Finland) has also approved that businesses (in Italy, Poland & Finland) have changed their attitude after two years of Covid and lockdowns and consider social media and video conferencing communication tools (Zoom, Microsoft Teams, Google Meet, Skype, Cisco WebEx, etc.) as effective tools to identify business opportunities and acquire new customers (although not the case of US and Argentinian companies). Also, as a tool to strengthen the persuasive phase of communication as well as improve relationship management. However, in the main, they still prefer to communicate face to face. However, it has also been shown that in the case of Poland (which is culturally and geographically the closest to the Czech Republic), their businesses use a mix of personal meetings with the use of social media and conferencing communication tools. It strengthens the possibility of stronger involvement of business partners (Fraccastoro et al., 2021).

In the B2B markets, the effective use of marketing communication tools is limited to traditional and, more recently, new and unconventional ones. These include influencers and word-of-mouth communication. Word-of-mouth communication has been confirmed for a long period as the most effective form of communication, and its persuasive role is irreplaceable. Nevertheless, not everyone could spread the content virally. The persons who can do it are called «Market mavens» (Backaler, 2018). However, today, more frequently, the names of influencers are used. In the B2B environment, the use of influencers is relatively new, but unlike B2C (influencer marketing), in B2B, the influence relationship is emphasized. Suppose a person provides information with general confidence within the relevant industry and is willing to comment on or evaluate things. In that case, such a person becomes a trustworthy influencer. The decisive factor in an influencer's success in the B2B environment is his/her objectivity. Transparency is the basis of trust in B2B business. Most communication on social media (LinkedIn, Twitter) occurs between a narrow and elite group of people, mostly highly specialized experts in particular areas. Finding a recognized expert who serves as an influencer is not easy in this group of people. In addition, if an influencer loses authenticity, when the target audience has gained the belief that the person is on the payroll of a certain company, the influence is mostly lost (Schaefer, 2017).

Methodology and research methods. The following part of the paper presents the analyses and characteristics of the research conducted in connection with obtaining data for the final section in the form of conclusions and project design. Therefore, the research aimed to supply objective information primarily for the context (communication) analysis, which forms the basis of the communication strategy. In this empirical study, the principle of triangulation was used, i.e., the combination of quantitative and qualitative research and secondary data obtained from the research of literature describing the current state of the issue's solution.

Group interview. This qualitative method has been chosen as a pre-research to determine the view and opinions on the composition of the company's customers, their behavior concerning digital innovations, and how to address them effectively. The interview took place in the form of laboratory interaction with a homogeneous group of 7 erudite professionals from different levels of management of the company. The topics had been prepared in advance. The first topic was the product, i.e., new application, customers (attitudes towards the company, digital innovations, level of engagement, risk perception, behavior characteristics), external context (political, social, and economic restrictions, the behavior of key stakeholders and communicate with them), internal context (attitudes to innovation inside the company and possible restrictions), relevance to corporate plan and strategy of Suez Cz, Plc. The group discussion was facilitated in predetermined stage sequences as seen in Table 1.

Table 1. Plan of group interview process

Stages	Actions
Set up	Preparation of discussed topics. Telephone confirmation of participation, refreshment supply, preparing the record, distributing documents and of discussed topics, documents on upcoming innovation - mobile/iPad app.
Organization	Arrival, room arrangement, handover of material - discussion points
Welcome	Introductory, small talk, conversation about the issue
Discussion rules	Moderator acquainted participants with the basic rules of discussion
Discussion course	The moderator gradually introduced the basic topics according to predetermined points and opened the discussion
Outcome	The moderator summarized the main points of the discussion

Sources: developed by the authors.

The group interview provided good quality information from highly engaged, and knowledgeable professionals with different opinions on the issue discussed. On the subject, a questionnaire containing 18 questions was formed. The questionnaire was available to respondents in the online form via the following link: https://www.survio.com/survey/d/k6i9y9n3A4B0D5J8A.

Questionnaire survey. Respondents, i.e., organizations belonging to B2B customers of Suez Cz, Plc. were initially approached via a letter from the director requesting completion of the online questionnaire by the person responsible for waste management within the organization. In addition, a leaflet explaining the benefits of the innovation was attached to the letter. The survey commenced on 10 March 2021, and ended on 12 October 2021. From a total number of 1065 addressed recipients, the questionnaire was returned by 343, with 6 questionnaires incomplete and excluded from the investigation. Subsequently, the dependencies of the variables using Pearson and Crammer's contingency coefficient were calculated. However, the resulting data do not correlate with the variables (Table 2).

Table 2. Variables coefficients of correlation

Variables	Pearson coefficient	Cramer's V
Industry[1] vs. Education	*0,14*	0,14
Industry vs. Field[2]	0,23	0,24
Position[3] vs. Advertising	0,22	0,11
Advertising vs. Education	0,18	0,09
Field vs. Features[4]	0,21	0,11
Education vs. Attitude[5]	0,29	0,21
Age vs. Advertising	*0,17*	0,09
Mean	0,17	0,09

Notes [1]Industry – organization support for Industry 4.0 and 5.0; [2]Field - industry, public administration, trade, services, IT; [3]Position – CEO, manager, environmental manager, company executive, environmentalist ; [4]Features – app features important for the user (speed, reliability, complexity, safety, cost);[5]Attitudes – Attitudes toward digital apps innovation in general.

Sources: developed by the authors.

Therefore, the cluster analysis method (Table 3) was subsequently used to accomplish the research and project objectives. The aim was to sort units into groups (clusters) so that units belonging to the same group are more similar than objects from other groups. The possible algorithms of cluster analysis have been used

by the K-Means algorithm and the SPSS Statistics Statistical Software. Segmentation is a complex process in which only one variable cannot be applied. Therefore, respondents in the questionnaire survey answered 17 questions to express their views on the service offered and gave rise to 17 variables, which were processed by the cluster analysis method. The aim was to create segments from the recognized behavior of respondents (employees in various positions in different types of organizations) related to the newly offered service, their socio-demographic profile, and their attitudes to mobile applications in dealing with waste management.

Table 3. Results of cluster analysis (5 segments defined)

Variable	Segment				
	1	2	3	4	5
Number of respondents in segment	62	158	57	44	16
Percentage of respondents	18 %	47 %	17 %	13 %	5 %
Variable 1 Gender	Man	Man	Man	Man	Man
Variable 2 Age Group	41-50	41-50	41-50	41-50	41-50
Variable 3 Education	University Master degree	Higher professional	Secondary GCE	University Master degree	University Bc. degree
Variable 4 Position in company	ecologist	ecologist	environment manager	ecologist	ecologist
Variable 5 Employees number	up to 500	up to 100	up to 100	up to 50	up to 500
Variable 6 Field	Industry	Public administration	Trade	Public administration	Industry
Variable 8 Frequency of waste solution	once a week	several times a week	several times a week	several times a week	once a week
Variable 13 Attitude toward mobile app.	positive	positive	neutral	neutral	neutral
Variable 16 Media preference	Internet	Internet	Internet	Newspaper	Leaflets
Variable 17 Purchase of print media	No	No	No	Yes	No
Variable 18 Interest in a webinar	Yes	Yes	No	No	No

Sources: developed by the authors.

In Table 3, each segment shows its typical respondent representing the relevant segment. It is the most common occurrence of the category in the relevant variable. The total number of respondents with complete answers (N) was 337. The variables are numbered according to the number of questions in the questionnaire. Thus, a total number of five segments were created. The columns in the table represent segments, and the rows are typical personas of the given segments characterized according to selected variables.

The cluster analysis results show who is most interested and involved in innovation in the form of a mobile app. These are industrial enterprises with several employees of up to 500 and public administration bodies (municipalities with up to 100 employees). Other categories of variables, such as the question on the field of activities, on IT category or services, or the questions regarding the preference of the TV or radio category, are not listed in the table because the frequency of answers in these categories was low. Therefore, does not form a typical category that could represent any segment. In terms of age category, other categories were also mentioned, but the 41-50 age group was most common in all segments. The data obtained should be taken into account in defining the target group and profile as well as the strategy of communication targeting individual segments.

Context analysis. Before an effective communication strategy was drafted, it was necessary to analyze the communication context based on previous qualitative and quantitative research and empirical experience. Context analysis includes the analysis of the individual parts and conditions of the environment in which the communication takes place. This analysis is not identical to situational analysis. It is mainly different in that it does not consider all factors but only those that are relevant and decisive in communication strategy (Svetlík et al., 2017). The analysis has been elaborated in much more detail. However, the scope of the article does not allow the presentation of the entirety of details of this analysis and the resulting proposal of the communication strategy. Therefore, the subsequent text contains the fundamental elements of context analysis and communication strategy design.

Product. The product is an application designed for mobile phones allowing user-friendly activities in waste management. It is a novel and significant innovation to increase waste management efficiency in the Czech Republic. Compared to other applications already used abroad, the application will have some additional advantages for the given user (industry, public administration, education, health care, social services, etc.). The application and project itself were named «SOWA» (Smart Online Waste Application). The reason this name was chosen was the fact that it is easy to remember in the Czech language. The name SOWA causes an association with a wise solution (an abbreviation in Czech means an owl symbolizing both a wise bird and university education) and cooperation with universities.

Social, political, and economic restrictions and opportunities. In recent years, the social, political, and economic environment has been fundamentally changing (Kljucnikov et al., 2022), which affects entrepreneurial initiatives (Stefko et al., 2022b), customers' behavior (Stefko et al., 2022c), tourist expenditures (Stefko et al., 2022d) and the conditions for waste businesses. Essential changes in the environment are subsequently reflected in the forms of communication. The main influences are:

1. Pressure (both societal and legal) on an effective waste solution.
2. Record-breaking energy growth (Czech Republic highest in Europe).
3. High inflation rate (17%).
4. Lack of workers in waste companies as a result of the return of Ukrainian workers (men) to Ukraine (approximately 20% of staff).
5. The consequences of the Covid epidemic and lockdowns over the past two years.

Competitive position, communication of competition. The Suez Company entered the Czech waste market as the last of the large multinational players and held a fifth market share. The main competitors with a higher market share are multinational companies AVE, FCC, Marius Pedersen, and Rumpold. The company is doing its utmost to increase its market share, especially through innovation, using new technologies, digitization, and automation of several activities, plus offering a unique selling proposition (USP) which competing companies do not offer and in which Suez is very strong; the disposal of hazardous waste. Introducing a simple and effective form of waste disposal via a smartphone is one of the innovations offered on the market. From the point of view of the communication strategy, it could be stated that all competitive companies rest on traditional communication in B2B, e.g., personal sales, print, and websites. It creates favorable assumptions for a new and innovative, thus potentially more efficient communication strategy of the Suez Company.

Customers. The structure of customers is very wide. Every entrepreneur, public administration body, and government must solve their waste problems. A more detailed overview of customers' segments was provided by cluster analysis, based on which customers were divided into five segments. People were formulated based on these segments. Persona is a typical representative of the target group. Those, who make a creative communication strategy and plan it, are working under the concept of segmentation personas, who are actually distinctive representatives in particular segments, e.g., highly specific representations of particular individuals within these segments. They are, of course, very often fictitious people and specific customers (Svetlík et al., 2017). Personas in particular 5 segments were formulated as follows:

Segment 1: Mr. Pavel Novotny works as a facility manager with associated environmentalist activities for Myonic Ltd., a supplier of bearings for the arms industry and health facilities, etc. He solves the waste issue occasionally, about once a week, prefers electronic communication, and actively tries to «keep up with the Joneses» regarding innovations. He uses the Internet and discovers information regarding webinars, preferring personal meetings approximately 1 - 2 times a year. He is a family man, with hobbies including gardening & sports activities at a recreational level. He is interested in nature. Education – university, master's degree.

Segment 2: Mr. David Linhart, Mayor/Ecologist in Lhota near Lipnik - the municipal office has 10 employees. Mr. David has a positive relationship with new applications and the online world using the Internet. He has very innovative approaches to solutions. He's an all-around athlete. He has 2 children and likes to discover new places with them. He is interested in what is happening in the world and, if possible, likes to educate himself online. Education – higher professional.

Segment 3: Mr. Michal Havran, Environmental manager, water supply and sewerage system Vsetín Plc., has approximately 100 employees. He solves waste issues practically daily: waste from sewer cleaning, separated waste, hazardous waste, and sludge from a wastewater treatment plant (WWTP). He takes an ambivalent attitude toward mobile applications, often uses the Internet, is less interested in printed materials, and is not very interested in webinars. His hobbies are sports, shooting, house and garden, and family. Education – secondary, GCE + a specialized course.

Segment 4: Aleš Kordulik, Operating Technician - Jaroška Home (special social services for mentally handicapped), 45 employees, waste matters solved several times a week, infectious waste and gastro waste,

takes an ambivalent attitude to mobile applications and other digital tools. He prefers traditional tools of communication such as newspapers and leaflets etc. He is not enthusiastic about further education forms such as webinars etc. His hobbies are mainly cycling and nature. Education – university (35 years ago).

Segment 5: Karel Moravcik is an ecologist. He works for Lear Corporation Czech Ltd. (production of automotive components for several world brands). Hobbies: hiking, cycling. Characteristics: this is a man of high moral standards with a rigorous sense of responsibility. He approaches tasks in solved areas with great attention to detail. Mr. Moravcik is cheerful with a sense of humor. Education – university, bachelor's degree.

Customers of all five segments are above average regarding their engagement in the field of waste management. From the perspective of motivation and the ability to apply new digital technologies representing innovations in the field of waste management, there is a significant difference in segments 1 to 3 in the willingness to use new digital technologies compared to the remaining two segments. Representatives of these three segments regularly use social media, read professional blogs, listen to podcasts, and are interested in how to obtain new information from the waste management field, mainly from the Internet. These three segments are open to changes in this area. These segments provide enough information to characterize target customers and their profiles. Thus, selecting suitable, effective, well-targeted communication and media strategy was possible.

Conclusions. Specific proposals for the communication strategy were submitted based on the literary review, research, and analyses. The proposal includes the goals of the communication campaign, targeting, campaign financing, creative strategy, and timing.

*Campaign goals***.** The main objective of the communication campaign is to support the introduction of the new SOWA digital application to the company's customers, which supports waste management via a smartphone. Partial communication objectives of the campaign:

1. In the first stage of the campaign, awareness of the innovation offer would be 90 % for existing customers of the company.
2. In the second stage of the campaign, 80% success of the introduction of the application for existing customers.
3. Acquisition of new customers from competitors (an increase of 8 %).
4. Support satisfaction and loyalty of existing customers by introducing innovation as an expression of a proactive retention strategy.
5. Strengthening the reputation and image of the brand Suez.

The campaign is divided into two stages*:* In the first stage, there will be a presentation of the new SOWA digital application, both with traditional personal meetings with representatives of companies responsible for the solution of waste management with the provision of information on the new application and its use, its benefits and savings, as well as the use of social media and the creation of special web pages offering more detailed information regarding the SOWA project, including video. In the second stage, the use of an influencer in B2B, namely their participation in the conference on waste management, article in the professional magazine «WASTE», contribution to the blog, and participation in creating a podcast. All of these communication tools will be available on the project pages. Suitable persuasive tools (Cialdini, 2021) will also be used. This is the popularity (companies that have already bought the application will be listed with their consent on the project website), authority (influencer - renowned independent expert in the field of waste management will publish an article in the professional magazine, presentation concerning innovations in waste management at the conference) and social approval (emphasizing current environmental requirements and social responsibility of companies, the reputation of the relevant company or organization associated with the progressive introduction of new digital technologies in waste sustainability). The exact timing and coverage of the campaign will be determined by the final decision of the company management.

Campaign targeting. For this purpose, based on cluster analysis, five main segments of Suez customers and persons characterizing typical representatives of Suez were defined. There are five segments and personas listed in the context analysis. From the point of view of individual communication tools, it can be stated that segments 1 to 3 (with a certain limitation for segment 3) are ready to communicate in digital form. Both use Zoom, WhatsApp, Teams, and Skype for direct communication and social media, whether LinkedIn, Instagram, or Facebook. In the case of segments 4 and 5, it is necessary to emphasize face-to-face personal communication and present written promotional materials. For all segments, there appear to be no problems using the project website and face-to-face personal communication as the strongest tool for providing information and creating desirable emotions in B2B. It is not easy to generalize the division of customers according to their value for the company. However, the company knows its VIP customers and with these customers assumes the use of personal communication, including the use of suitable primarily, with an ethical

code of company compatible incentives, to obtain these customers for active involvement in the project (meetings, active participation in the conference, etc.) and subsequent communication their involvement in both the professional magazine and on the project websites.

Message. Not only will the benefit and cost dimensions regarding the value of the application for companies be emphasized in the message, but positive emotions will be evoked by emphasizing the company's social responsibility by using advanced technology in one of the social priorities. This emotional aspect of the content of the message is also reflected in the proposed slogans of this campaign. Five proposals of possible slogans for the campaign were submitted for the final approval of management (the slogans in English may suffer from translation):

A. The future of the waste solution you deserve
B. Application for changing the world of waste
C. Step forward. Let's be the first.
D. Here and now. Good ideas grow.
E. Waste under control. Let's be first.

The message will be consistent on all platforms, traditional print, websites, or social media. The campaign draft also includes suitable gift items with a selected slogan, which will be given to representatives of companies (T-shirts, notebooks, and other business gift items).

Platforms and tools. Within the campaign design, it will be necessary to use more platforms and ensure the complexity and increase the communication push of the campaign. In particular, personal communication, project websites, social media, an expert influencer, and traditional printed materials will be used.

Personal communication. This form of communication is predominant in the B2B market and is necessary for relationship marketing. It is very flexible in response to any question asked, changes in conditions, and persuasive ability, which can be very high. In addition, a personal relationship between the seller and the buyer is very often the basis of further successful cooperation based on a good relationship. The disadvantage of this form of communication is its high costs. The high costs consist primarily of travel and wage costs and the cost of lost opportunities. Personal face-to-face communication is very time-consuming. After all, this problem has already been seen during lockdowns due to the global covid epidemic. The problem can be solved, at least partly through online personal communication via Skype, WhatsApp, Zoom, Teams, etc. Within the communication campaign, this «personal» platform will be used. When presenting a new application, it is necessary to explain its functioning, benefits, and advantages, preferably in person or face-to-face. Personal communication is irreplaceable in the communication campaign's first and second phases. The goal will be to increase the awareness of innovation in the first stage and the following stage to create a positive attitude towards it.

Website. In order to increase the target group's knowledge and communication, it will be necessary to design websites for the project. The following basic criteria will be applied in their design:

1. Contents will be tailored to target groups.
2. The main aim of the sites will be to offer more information, answers to the most common questions, and a video presenting the benefits of the new application SOWA.
3. Emphasis will be placed on the presentation of the most common problems in waste management in the company and on offering solutions to the problem using the application.
4. In the headline, the checklist format will be used, for example, 5 reasons why to download & install SOWA.
5. The opening headline will integrate necessary keywords and must simultaneously attract the attention of the visitor.
6. The text brief will be concise, each sentence motivating the reader to continue to the following sentence.
7. Content will be written containing the keywords (brief for copywriter). Route to any information in a maximum 3 clicks (brief for a web designer).
8. The conversion rate will be given by the number of downloads (one of the evaluation goals of the campaign's effectiveness).

Social media. The use of social media will aim to increase the «visibility» of the company and its innovation through greater awareness of the company online, strengthen the relationship with existing customers and help to acquire new customers, use the media as a brand-building tool, and to increase the reputation of the company. Alongside this, optimization of SEO sites will be achieved, and positive word of mouth regarding the innovation will be stimulated. Specifically, in this project, the main objective of using social media networking, e.g., acquiring new contacts and deepening existing ones, and content sharing (content marketing), will be achieved. It will be achieved mainly via the LinkedIn, Instagram, Twitter, and

Facebook platforms. Social media content will be based on defined personas and their preferences, according to their age and interests. Most platforms are suitable for creating and deepening the social network, as the main content here is the copy, in the case of sharing the content, promotional and instructional video, as well as a podcast. The acquisition of new contacts and potential customers will occur through sharing with the #odpad (waste) hashtag. It is also necessary to consider the maximum use of individual platforms and the main activity of users, especially in terms of sharing new information or discussion, for example, on Twitter or Facebook. For example, on Facebook, there are top weekends, between 12.00-13.00 hours, on Thursdays/Fridays from 13.00 to 16.00, and on Wednesdays at 15.00. Twitter is most busy on weekdays between 12.00-13.00 and at 17.00, LinkedIn on weekdays at 07:00-08:00, at noon, and after working hours between 17:00 and 18:00. Finally, Instagram is used most between 08:00-09:00 followed by 17:00. The use of social media will have an irreplaceable position in the campaign (it will be outsourced).

Influencer marketing. Using the influencer in the B2B market (we speak more about relationship influence) corresponds to new approaches in this area of marketing communication. It is the intended use of a trusted and respected figure in the professional field, for example, a distinguished university professor dealing with, among other things, research in the field of waste management. This person will meet high demands of authenticity and relevance to the product category. It will not be a legal relationship between them and Suez. The company will pay only conference fees or other costs associated with the lecture or presentation as a keynote speaker of professor XY (not advertising or PR), or publication fees in one of the reputable international magazines. However, the decision should be based on personal beliefs regarding the quality of innovations in waste management. The aim is to achieve the greatest possible intervention within the professional community in the form of an article in «Odpady» (*Waste*) magazine, the creation of a podcast, and a keynote speaker presentation at the nationwide conference devoted to new trends in the field of waste management.

Budget. The proposed financial budget is CZK 10 million (approximately 400 K Euro). Overall, one million crowns should be used for promotion. The budget is divided between the technical part and the so-called support of the business part. The proposal includes CZK 4 million for the acquisition of the necessary hardware. A CZK 500 K financial reward of the project team, software 4,500 K CZK. Based on the approved budget, the specific proportion for promoting the new SOWA application will be calculated in specific budget lines.

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Комунікаційна стратегія B2B: впровадженнябагатофункціонального додатка у сфері поводження з відходами

Метою емпіричного дослідження є представлення реального кейсу на прикладі проєкту ефективної комунікаційної стратегії B2B, спрямованої на впровадження нового цифрового додатка у сфері поводження з відходами – SOWA. У статті зазначено, що бізнес сектор Чеської Республіки (та низки інших країн) не має чіткого розуміння щодо важливості поводження з відходами. У статті наголошено на можливій обмеженості виробництва та розвитку пріоритетних напрямків бізнесу в майбутньому через відсутність налагодженої системи поводження з відходами. Попри зростання уваги до питань поводження з відходами в рамках нової зеленої політики, менеджмент компаній не часто усвідомлює важливість впровадження інновацій у сфері соціальної, економічної та екологічної відповідальності. Авторами зазначено, що соціально-відповідальний бізнес не є вагомим аргументом для зміцнення своїх позицій на високо конкурентному ринку, тому компанії приділяють більше уваги питанням поводження з відходами. Таким чином, перед компаніями постає необхідність впровадження та застосування нових цифрових технологій. До того важливим є переконання клієнтів на ринку B2B у корисності даних інновації з точки зору максимальної економії часу та автоматизації бізнес-процесів. Виходячи із зазначеного вище, компанії задаються питанням, які інструменти маркетингових комунікацій використовувати та як переконати цільові групи в ефективності оцифрування проєктів. З точки зору теорії маркетингових комунікацій, B2B ринок має ряд специфічних особливостей у порівнянні з більш поширеним ринком B2C. Ці відмінності є суттєвими з точки зору ефективності впливу на адресатів. У роботі для дослідження комунікаційної стратегії залучено різні цільові групи B2B споживачів. За результатами систематизації наукових джерел охарактеризовано стан сучасних знань з проблеми сучасного поводження з відходами та побудовано необхідну теоретичну базу у сфері B2B комунікацій. У рамках даного дослідження наведено необхідні дані та інформацію, які є відправною точкою у побудові комунікаційної стратегії для однієї з фундаментальних інновацій у сфері поводження з відходами, пов'язаної з впровадженням та розгортанням нового багатофункціонального додатка в Чеській Республіці. У статті визначено напрями та інструменти подальшого розвитку та промоції багатофункціонального додатка у сфері поводження з відходами в інших країнах Центральної Європи.

Ключові слова: додаток, B2B-комунікація, діджиталізація, маркетинг впливу, інновації, маркетинг відносин, соціальні медіа, діджиталізація, стійкість відходів.