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One-to-one Marketing. How to Build an Effective Digital Marketing Strategy

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ABSTRACT

The article analyzes the digital marketing strategy of important world-leading international companies and underlines the main critical success factors of their marketing strategies during the times. There is the comparison of important international firms based on the use of both primary and secondary data. There is the description of a new practical and theoretical framework for international marketing digital strategy and the different choices and strategies of the companies are analyzed.

L'articolo analizza la strategia di marketing digitale di importanti aziende internazionali leader a livello mondiale e sottolinea i principali fattori critici di successo delle loro strategie di marketing nel tempo. C'è il confronto di importanti aziende internazionali basato sull'utilizzo di dati sia primari che secondari. Si presenta la descrizione di un nuovo quadro teorico e pratico per la strategia di marketing internazionale digitale e le differenti scelte e strategie delle imprese sono analizzate.

Keywords: digital strategy, marketing, customer relationship management, innovation, sustainability, benchmarking

1 – Introduction

Digital communication permits a new form of relational marketing and collaborative interaction with all stakeholders (Gummesson 2002,2008; Chirumalla et al. 2018; Tuten and Solomon 2014; Pilotti 2018; Gazzola and Mella 2003, 2006, 2017).Based on the interesting experience of Ferrari in Maranello e Ducati in Borgo Panigale near Bologna in Italy (Cristofaro 2011; Biagi 2018; Verona and Prandelli, 2002; Baglieri et al.2007), this paper analyzes (Kotler 2013, 2014; Olivetta 2016) the implementation of digital strategy (Edelman and Singer 2015,Turchetti 2001; Bertoli 2016,2017; Schillaci, 1987; Hillebrand 2015; Conz 2019; Montella 2014; Gorini et al. 2021;Agnihotri, et al. 2007)

We have chosen to analyze Ferrari Car, an Italian luxury sports car manufactured because is considered an international case of excellence and Best Place work in 2007 for Great Place to Work Institute (Cristofaro 2011) and in 2021 Ferrari is the winner of Randstad Employer Brand; also Ducati is chosen because this company has got also *the premium Digital Award* in 2012 of the magazine “*Il sole 24 Ore*”

for its digital marketing communication. Consider the scarcity of previous research this paper intends to investigate the digital marketing strategy of the important international company based on the following two research questions:

RQ1: *What is the organization of digital marketing strategy in Ferrari and Ducati?*

RQ2: *What are the main differences in critical success factors (FCS) in digital marketing strategy between the two companies?*

The *organization of the paper* is: the second section describes the theoretical review; the third section analyzes the methodological aspects; the fourth and fifth sections report the analysis and comparison of the two companies; in the sixth section there is a discussion; the last one concludes.

2 – Theoretical background

Figure 1 presents an evolution in digital marketing during the time (Kalam 2016; Hull *et al.* 2011; Boric *et al.* 2016; Herhauser *et al.* 2020; Kunh 1970; Avlonitis and Karayanni 2000; Agnihotri, *et al.* 2017; Schmitt 2000, Bassi and Guido 2006; Edelman and Singer 2015; Chen and Popvich 2003; Zablah *et al.* 2004; Gazzola *et al.* 2020; Almotairi 2009; Al-Hudhaif 2011; Gorini *et al.* 2021).

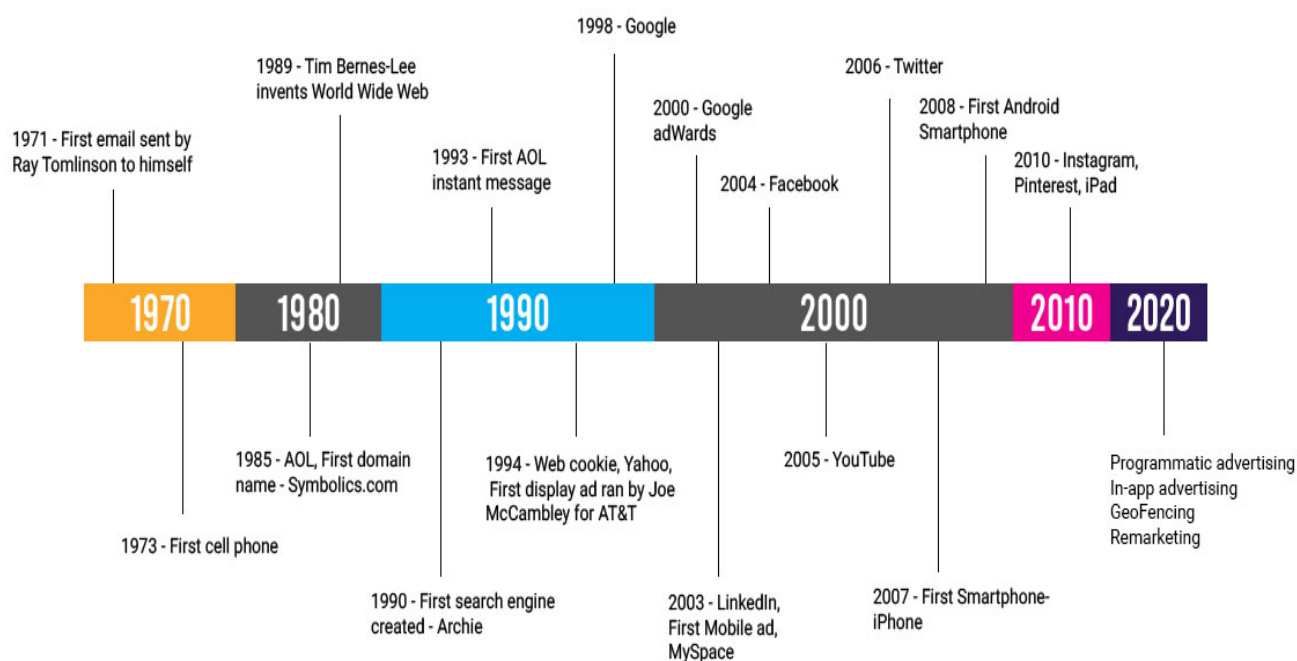


Fig. 1 –The evolution of digital marketing (source: elaboration from Kalam 2016).

It is also important to observe that the global strategy is linked with the marketing strategy of the firm (Pilotti, 2005, 2011, 2018; Riva 2007, 2010) and the system of control of the results during the time (Mella 2012, 2014a,b, 2017, 2021a,b; Riva and Pilotti 2017a,b, 2018a,b, 2019a,b, 2020a,b, 2021; Gazzola and Colombo 2014; Gazzola *et al.* 2020).

Wang and Feng (2012), Tarimoradi and Zarandi (2014), Aaker (1992), Varaldo and Guido (1997) analyze the various stages of the consumer's decision-making process and the greater importance of the immaterial aspect in digital communication. Table 1 shows the evolution of the paradigm from classic to digital marketing.

| | DIGITAL MARKETING | CLASSICAL MARKETING |
|----|--|---|
| | Computer, smartphones, tablets, game consoles | Press, the electronic device (TV, Radio), Direct Marketing, Phone |
| 1 | Continuous dialogue with the target group | Limited interaction |
| 2 | Focus on consumer | Focus on product |
| 3 | Free | Paid |
| 4 | Communicating with the participating consumers | No participation of the customer |
| 5 | Open system | No open system |
| 6 | Transparent | Not Transparent |
| 7 | One to one marketing | Mass communication |
| 8 | Informal communication | Formal communication |
| 9 | Social communication | No interaction |
| 10 | One-day test (speed control of results) | Medium-term control of results |

Tab. 1 – The evolution of marketing paradigm from classic to digital marketing (source: our elaboration from Boric et al. 2016; Farinet and Ploncher, 2002; Ryals, 2005, 2006).

Herhauser et al. (2020) describe capabilities for digital marketing strategy based on new channels (online, mobile), social media (Facebook, YouTube, Instagram, Qzone, Twitter, Reddit), new digital technologies, a new form of digital relation (see Table 2).

| MAIN OBJECTIVES | NEW CHANNEL | SOCIAL MEDIA | Million contacts - month (2019) | CONTOL |
|--------------------|-----------------------|----------------|---------------------------------|--------------------------------|
| BRAND AWARENESS | SOCIAL MEDIA | Facebook | 2271 | CRM |
| | VIDEO MARKETING | YouTube | 1900 | CUSTOMER EXPERIENCE |
| | MESSENGER / VOIP | Instagram | 1000 | GOOGLE ANALYTICS |
| LEAD GENERATION | DIGITAL STORYTELLING | Qzone | 531 | REVENUE FOR EXISTING CUSTOMERS |
| | MOBILE MARKETING | Douyin/ TikTok | 500 | ENGAGEMENT |
| CUSTOMER RETENTION | SEARCH MARKETING | Sina Weibo | 446 | SOCIAL MEDIA ROI ASSESSMENT |
| | WEB SITE AND SEO | Reddit | 326 | RETENTION RATE |
| | DIGITAL MEDIA CHANNEL | Twitter | 320 | |

Tab. 2 – Digital Marketing Strategy (source: our elaboration from Herhauser et al. 2020; Kelly 2013; Facchinelli and Ballarini 2019).

3 – Methodology

The empirical method of this analysis follows the logic of grounded theory (Glaser and Strauss, 1967) developing a case study methodology (Eisenhardt, 1989). The choice of these two leaders

international companies is based on their international importance: Ferrari Car is winner of Randstad Employer Brand. Ducati marketing communication won the *premium Digital Award* of the magazine “*Il sole 24 Ore*” in 2011 about digital. The research approach is based on some steps (see Table 3). This method permits better than others to analyze the evolution of digital strategy during the time. We analyze the case of *Ferrari* and *Ducati* based on the previous literature (Biagi 2018, Rancati 1988) using primary and secondary data. We also visit the factory Ducati in Borgo Panigale (near the city of Bologna) and the historical museum of the company of both Ferrari and Ducati. About secondary data, we study also the public balance sheet and other documents (see Table 4a,b).

| PHASE | 1) LITTERATURE REVIEWS | 2) ANALYSE SYNTHESIS | 3) COLLECT DATA | 4) DATA ANALYSIS | 5) SYNTHESIS |
|----------------|--|--------------------------------------|--|-------------------------------|---------------------------------------|
| TARGET /AIM | Literary review of research questions (RQ1 and RQ2) | Develop first version research model | Analysis | Discussion and interpret data | Develop a second version of the model |
| ACTION | Identification of main relevant resources and concepts | Develop a basic general framework | Understand the secondary data and conduct interviews | Create a general framework | Theorize prepositions and concepts |

Tab. 3 – Steps of research approach (source: elaboration from Glaser and Strauss, 1967; Eisenhardt, 1989).

| MAIN SECONDARY DATA | FOCUS |
|--|--------------------------------------|
| Ferrari N.V. Annual reports 2015-2020 (Source: Ferrari N.V. 2020 and AIDA Italian company information and business intelligence) | focus on strategy and economy |
| Ferrari N.V. Sustainability Report (Ferrari N. V2020) | focus on strategy |
| “Ferrari piano Ferrari Industriale 2018-2022” (Ferrari 2018) | focus on strategy and marketing |
| Exor Annual Report 2020 (Exon 2020) | focus on strategy |
| Ferrari, The Drake, (Biagi 2018) | focus on strategy |
| Ferrari, l’unico (Rancati, 1988) | focus on organization and management |

Tab. 4a – Ferrari secondary data used in this research (source: our elaboration).

| MAIN SECONDARY DATA | FOCUS |
|--|--------------------------------------|
| Ducati Annual reports 2015-2020 (Ducati 2015-2020, AIDA Italian company information and business intelligence) | focus on strategy and economy |
| Ducati Public balance sheet and the relation of management 2020 (Ducati 2020) | focus on strategy |
| Volkswagen Group Annual reports 2020 (Volkswagen Group 2020) | focus on strategy |
| “Accordo integrativo e di partecipazione”2019 (Ducati-Fiom-Cgli 2019) | focus on organization and management |
| “Piano strategico Ducati 2008-2010” (Ducati 2008) | focus strategy |

Tab. 4b – Ducati secondary data used in this research (source: our elaboration)

About primary data, we collect data and information by contact and interviewees with the experts (see Table 5) about the areas of research.

| | |
|---------------------------------|--------------|
| Director of Museum | 1 interview |
| Expert about the Sector | 8 interviews |
| Member of Public administration | 1 interview |

Tab.5 – Interviewees (source: our elaboration).

We also visit the two historical Museo of the firms. In the museum of Ducati, there is a description of the culture of innovation of the company during the time. The method of case study is used because it permits comparing the two companies (see Table 6).

| | |
|--|---|
| 1) <i>What is the organization of digital marketing strategy in Ferrari and Ducati?</i> | <ul style="list-style-type: none"> - strategic guidelines and tools - web marketing - marketing database - virtual community |
| 2) <i>What are the main differences in critical success factors (FCS) in digital marketing strategy between the two companies?</i> | <ul style="list-style-type: none"> - the best practices - history and innovation of the marketing digital strategy - FCS an integrated system of communication - multi-channel contact center |

Tab. 6 – Main issues covering during the interviews (source: our elaboration from Ferrari N.V. 2020, 2018; Exon 2020; Biagi 2018; Rancati 1998 Ducati 2020; Volkswagen Group 2020; Ducati 2008; Ducati-Fiom-Cgli,2019).

4 – The strategy of Ferrari

4.1 – The history

The origin of the company is dated 1929 when Enzo Ferrari create the “Scuderia Ferrari”; in 1932 Ferrari participate in the first race at the 24 hours of Spa (Belgium). In 1947, Ferrari begins to build our cars (Cristofaro 2011, Biagi 2018, Rancati 1988). The first car in the market was the 125 S. With the death of Ferrari Enzo in 1988 the Fiat Group has bought the 90% of the group and only 10% is controlled by the son Pietro Landi Ferrari. Since 2016 the company is control by the holding Exon. *Ferrari* is a company control by Exon that is a holding company of the Italian family Agnelli that control also the Juventus F.C. In 2020 is the 28th largest group in the world follow 2020 Fortune Global 500 lists (Fortune 2020). In Italy are present two museums Ferrari: a) Museum Ezio Ferrari a Modena the city where Ezio Ferrari was born in 1898; b) Museo Ferrari in Maranello the city where is present the factory of Ferrari. There are 45 Ferrari Owners Club and they organized Gala Evenings and Charitative events (see Figure 2)



Fig. 2 – Ferrari Club parking for an event (source: elaboration from Smith Dan -Wikipedia Common, 2005)

There is also the Ferrari lands in Port Aventura near Barcelona, where are present some attractions and some experience based on the history of Ferrari. In Abu Dhabi is present Ferrari lands with some attraction of Ferrari as driving a car experience.

4.2 –Stakeholder engagement strategy and interactive communication

Ferrari uses an interactive website and social marketing strategy for building customers community. Ferrari develops a multi-channel contact center that follows the logic of personalized marketing. Also, Ferrari analyses the “customer journey” (Edelman and Singer 2015) and tries to expand and improve it by communication in the international virtual community. The “customer journey” can be defined as the path of sequential steps and interactions that a customer goes through product and service and the company during the time. On the site Ferrari is possible to project the desired car based on customer’s requirements. Ferrari uses Twitter and Instagram, Facebook, and YouTube as social networks to communicate with customers (see Table 7).

| | TOOLS | IMPORTANCE |
|---|----------------------|-------------------|
| 1 | Interactive WEB Site | ***** |
| 2 | Twitter | **** |
| 3 | Instagram | **** |
| 4 | Facebook | ** |
| 5 | You Tube | ** |

Tab. 7– Main tools of digital communication in Ferrari (source: elaboration from (Ferrari N.V. 2020, 2018; Exon 2020; Biagi 2018; Rancati 1998)

The stakeholder engagement strategy in Ferrari is based on some phases (Farinet and Ploncher 2002): 1) analyze the stakeholder groups as part of your environmental scan before you begin the strategic planning process; 2) identify who the stakeholder representatives are for the company; 3) create a system to solicit their feedback. 4) incorporate their feedback into your strategic planning process (Edelman and singer 2015). It is important to set a calendar of steps and seek multiple levels of communication from the organizations (Fabris 2009; Napolitano et al. 2018) to improvement the level of commitment of the stakeholders (Freeman 1984).

4.3 – Marketing mix

The productions of Ferrari are cars very elegant and nice cars: Portofino, F1 Ferrari, Gran Turismo 488 Gtb, Spider, California, Aperta Ferrari, and also merchandising (watches, perfumes, or footwear). Merchandising represents a vital role in advertising (watches, perfumes, or footwear), and also Ferrari's vintage vehicles are considered to be a massive investment. Their price gains more value with time. The marketing strategy of Ferrari is based on an integrated mix strategy based on many critical success factors (see Table 8).

| | |
|---|---|
| <i>PROMOTION AND COMMUNICATION</i> | <p>Promotions on lime - catalogs, tradeshow, and direct mail campaigns are blended, and these options are the main ones for the Ferrari.</p> <p>Brand communication (YouTube Channel, . . .)</p> <p>Formula 1 Racing is the best environment where the company obtain the highest advertising</p> |
| <i>PRODUCT</i> | <p>Product Strategy</p> <p>The company focuses on top customers of the market. a product orientation is very important for the marketing mix.</p> <p>Some production</p> <p>Portofino, F1 Ferrari, Gran Turismo</p> <p>488 Gtb, Spider, California, Aperta Ferrari.</p> |
| <i>PRICE</i> | <p>Premium pricing</p> <p>The exclusivity of car models by Ferrari adds extra value to the company's premium pricing policy.</p> <p>Geo-marketing</p> <p>Taking the geographical factors into consideration, Ferrari can apply geographical pricing and it can increase transportation costs.</p> |

| | |
|--------------|--|
| PLACE | Distribution Strategy There are more than 50 Ferrari dealers in the world such as Europe, North and South America, the Middle East.. |
|--------------|--|

Tab. 8 – Marketing mix in Ferrari (source: elaboration from Ferrari N.V. 2020, 2018; Exon 2020; Biagi 2018; Rancati 1998)

4.4 – The strategic role of the website

The site is the largest channel of communication of Ferrari. It is organized into five sections *Auto, Scuderia Ferrari, Store, Races, Universe*:

- a) *the Auto section* offers a description of the gamma Ferrari related to the cars produced;
- b) *the Scuderia Ferrari section* - detailed information and results about Calendarial of Scuderia F1 of Ferrari are analyzed;
- c) *the Store section*, is specifically dedicated to Ferrari Fashion Show and it offers a collection of accessories and clothing;
- d) *the Race section*, is based on the description of the competition of GT and customers;
- e) *the Universe section*, is dedicated to Official Ferrari Magazine, Ferrari Museum, Ferrari World Abu-Dabi, Ferrari Brand Barcellona.

The website is elegant and well organized.

4.5 – The main drivers of digital strategy in Ferrari

There are some drivers of the digital strategy based on some innovation and focus on customer satisfaction (see Table 9). Important is the exclusive Ferrari Club, the use of online shopping with the possibility to personalize the desired car.

| | DRIVERS | FOCUS |
|---|-------------------------------------|--|
| 1 | Club Ferrari | Exclusive member of a community |
| 2 | Digital Storytelling | One of the most valuable brands in the world |
| 3 | Trend and Big data analyze | Analyze the markets |
| 3 | One to one marketing | It will also support to get an interactive relationship between consumers and the company. |
| 4 | Digital communication | Creative or well-designed content can be an appropriate message for Ferrari's customers can clear the image of a particular product. |
| 5 | Online | Offering online shopping on their official website. |
| 6 | Supply chain strategy | The section of supply chain and manufacturing operations |
| 7 | Customization of the product | Ferrari generated a production framework, which enables it to make a variety of customizations |
| 8 | Control of results | Digital KPIs and report |
| 9 | Digital Museum Ferrari | Museo Enzo Ferrari Modena Museo Ferrari Maranello |

Tab. 9 – Important drivers of digital strategy in Ferrari (source: elaboration from Ferrari N.V. 2020, 2018; Exon 2020; Biagi 2018; Rancati 1998).

4.6 – Strategy of Ferrari and SWOT analysis

Important in Ferrari are some strategic strengths (see Table10): strong brand image, portfolio, and patents and intellectual propriety asset, famous racing team, sustainability strategy, and good working place for employers. On the contrary, some limits are the low volume of production compared to other companies, a limited number of suppliers, niche marketing with volatility, competition on high-performance SUVs.

| STRENGTHS | WEAKNESSES |
|--|--|
| Excellence brand image, excellence in aesthetics combined with performance (status symbol) Important presence in a racing team Good for sustainability strategy and employers. Ferrari (Best Place to Work in Europe 2007) | How volumes remove the possibility of employing certain technological solutions Niche market That same business model also limits their sales volumes even though a lot more demand is present in the market. A limited number of suppliers |
| OPPORTUNITIES | THREAT |
| Expansion of the brand in emerging automotive markets and developing country Ferrari characteristics–performance, style, exclusivity. The development of technology has opened up new avenues to explore their products. | Competition from other iconic supercar brands like Maserati, Lamborghini, Porsche The volatility of the market Strong competition on product range to high-performance SUV's |

Tab.10 – Swot analysis of Ferrari (source: elaboration from Ferrari N.V.2020,2018, Exon 2020; Biagi 2018; Rancati 1998)



Fig. 3 – Ducati’s products (source: elaboration from Khruner - Wikipedia Common 2015)

5 – The strategy of Ducati Motor

5.1 – The history

The Ducati was founded in 1926 in Bologna, northern Italy, as industrial components manufacture. It produced its first motorcycle engine in 1946 (Cavalieri Ducati 1991; Graziadei, 2006; Verona and Prandelli. 2002; Cristofaro, 2011). Ducati since 2012 it is owned by German Audi all of these are owned by the world's largest automotive manufacturer Volkswagen group. The production of Ducati is based on different market segment of motorcycles (see Figure 3).

5.2 – Marketing Mix

Ducati uses an integrated mix strategy for improving the global marketing strategy (see Table 11). The premium price strategy intends to deliver superior product quality and there is the interest to be present in emerging markets (China, India, Thailand, Vietnam, and Brazil).

| | |
|------------------------------------|---|
| PROMOTION AND COMMUNICATION | <ul style="list-style-type: none"> - the use of a CRM system for improving customer satisfaction. - the company launched many YouTube ads. - Ducati is associated with various sports events and competitions such as manufacturer world championship, MotoGP, etc. - Facebook, the creation of a virtual international community all over the world. |
| PRODUCT | <ul style="list-style-type: none"> - it's imperative for Ducati is to make a unique and special product - Ducati offers eight products in its product line that are DIAVEL, XDIAVEL, HYPERMOTARD, MONSTER MULTISTRADA, PANIGALE, SUPERSPORT, AND SCRAMBLER. |
| PRICE | <ul style="list-style-type: none"> - the customers are looking for a perfect match between quality and look; -compared to its competitors such as Honda and Suzuki, the company follows premium and value-added pricing policies. -price determination impacts profit margins, supply, demand, and marketing strategy. |
| PLACE | <ul style="list-style-type: none"> - focus on emerging markets (CHINA, INDIA, THAILAND, VIETNAM, AND BRAZIL). - these markets represent a unique opportunity for the company. Ducati's relevant market in Asia. - Ducati's current relevant market in BRAZIL - it is the primary markets |

Tab. 11 – Marketing mix and digital strategy in Ducati (source: elaboration from Ducati 2020; Volkswagen Group 2020; Ducati 2008; Ducati-Fiom-Cgli,2019)

5.3 - The strategic role of the website and multi-channel contact center

The site is the largest channel of communication of Ducati Motor Holding Spa. It is organized in five sections : *Moto*, *Racing*, *Ducati World*, *Ducati e-Store*, *Auction*, and two areas dedicated to job offers, to useful information for investors, sponsors and partners:

- a) *the moto section* offers a considerable amount of information, technical data, and images related to the bikes produced. The website is organized in many sections:

- b) *the racing section*, with detailed information and results for both the team and official Ducati riders as well as teams and drivers "Ducati customers";
- c) *the Ducati world section*, is specifically dedicated to the Ducati world as a real and ideal place for meetings, shared passions, exchange of experiences;
- d) *the Ducati e-store section*, offers a diversified range of accessories and clothing;
- e) *the Auction section*, dedicated exclusively to the world of online auctions.

The communication is clear and with many nice imagines.

5.4 – *The main drivers of digital strategy in Ducati*

In Ducati, there are some drivers of the digital strategy based on a global strategy to improve the global marketing and communication strategy of the company (see Table 12).

| | DRIVERS | FOCUS |
|----|------------------------------|---|
| 1 | Club Ducati | Virtual community |
| 2 | Site web | Five sections <i>Moto, Racing, Ducati World, Ducati e-Store, Auction</i> |
| 3 | CRM Strategy | an interactive relationship with the customers |
| 4 | Social media marketing | Social media strategy and marketing advertising |
| 5 | Mobile app | Create value for a client for traveling. |
| 6 | Social network, newsletter | Communication and advertising And content curation |
| 7 | Customization of the product | Ducati focus on personalization of the product |
| 8 | Monitor the results | Control KPIs for tracking and measure success (for example followers for Social, open rate for email) |
| 9 | Virtual Museum | Museum Dicati in Borgo Panigale |
| 10 | Digital storytelling | History of the brand and valorization of Archivio Ducati |

Tab. 12 – **Main drivers of digital strategy in Ducati** (source: elaboration from Ferrari N.V. 2020, 2018; Exon 2020; Biagi 2018; Rancati 1998)

5.5 – *Metrics and the use of Net Promoter Score index and KPIs*

Some KPIs in Ducati to measure the digital marketing performance area:

- a) *customer satisfaction, to the measurement through the CRM of quality;*
- b) *the return of marketing activities;*
- c) *lead management (the correct management of generated sales opportunities).*

In Ducati, there is a strong integration in all marketing processes (post-sales, sales, network development, the product, and of course IT). Ducati uses the *Net Promoter Score Index* (Reichled 2016; Fontana 2013; Bhattacharya and Korschun 2008).

For calculating the score, it is possible to analyze three different factors:

- *promoters* (score 9-10) very positive *word-of-mouth*;
- *passives* (score 7-8) positive *word-of-mouth*;
- *detractors* (score 0-6) negative *word-of-mouth*.

To calculate the Net Promoter Score index is important for subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score; the result can be defined at different levels (good, excellent, world-class). Ducati uses NPS as the key measure because NPS is a leading indicator of customer satisfaction (Fontana 2013).

5.6 – Strategy and Swot analysis

Relevant in Ducati are some points of strengths (see Table 13): strong in innovation, numerous titles in bike racing, strong innovation in product, innovative digital marketing strategy.

| STRENGTHS | WEAKNESSES |
|--|---|
| <p>Numerous titles in bike racing (world superbike championship. Ducati, the MotoGP championship).</p> <p>Strong innovation in the product (desmodromic valve control system, the steel tubular trellis frame, the l-twin engine).</p> <p>Innovation and digital marketing strategy (events and planned road trips).</p> | <p>Coordination of a network of partners, suppliers, and after-sales service centers and becomes a challenge to manage this wide network of connections and synergy.</p> <p>Cost of raw materials.</p> |
| OPPORTUNITIES | THREAT |
| <p>Growing demand for driving safety: driving comfort and road safety.</p> <p>The market in emerging economies:</p> <p>There will be demand for innovative vehicle and driving options and this may create new segments for vehicle businesses.</p> | <p>Competition: The company faces a lot of competition from brands such as Harley Davidson, Yamaha, Suzuki, Honda, and Kawasaki.</p> <p>Thus, the bikes face the threat of substitution from luxury car brands.</p> |

Tab. 13 – Swot analysis of Ducati (source: elaboration from Ducati 2020; Volkswagen Group 2020; Ducati 2008; Ducati-Fiom-Cgli,2019).

On the contrary, some limits are the low volume of production compared to other companies, a limited number of suppliers, niche marketing with volatility, competition on high-performance SUVs.

6 – Discussion and managerial implication

6.1 – Comparison of the evolution of the strategy during the time

The essence of the digital marketing strategy of Ducati is the continuous process of the creation of value for all stakeholders by adopting a good digital marketing strategy. The strategy of customer satisfaction in Ducati is aligned with the organization's mission, purpose, and business strategies. Ferrari is more focused on the top-level segment of the market and the product is more exclusive than Ducati with a less level of production. We can find some common elements in the digital strategy of Ferrari and Ducati during the time (see Table 14).

Both companies have developed a strategy based on quality and service and constant improvement of customer satisfaction (Edelman and Singer 2015).

| | |
|-----------|---|
| LATE 1990 | DIGITAL PRODUCT AND INFRASTRUCTURE |
| The 2000s | DIGITAL DISTRIBUTION AND WEB STRATEGY |
| The 2010s | DIGITAL TRANSFORMATION OF BUSINESS MODEL |
| The 2015s | POWER OF ANALYTICS, SOCIAL MEDIA, MOBILE REVOLUTION, BIG DATA, WEB COMMUNITY |
| The 2020s | CONSUMER CENTRIC AND DATA SCIENCE, CUSTOMER EXPERIENCE AND CUSTOMER JOURNEY FOCUS ON A) NEW CHANNELS (ONLINE, MOBILE), B) SOCIAL MEDIA (FACEBOOK, YOUTUBE , INSTAGRAM, QZONE, TWITTER; REDDIT), C) NEW DIGITAL TECHNOLOGIES, D) NEW FORM OF DIGITAL RELATION |

Tab. 14 – Main changes in digital strategy during the time (source: elaboration from Ferrari Annual Report 2020, Ducati Annual Report 2020; Ducati 2020; Volkswagen Group 2020; Ducati 2008; Ducati-Fiom-Cgli, 2019).

6.2 – Database, information of the customers, and relational marketing

The integrated customer database is based on an integrated and scalable model. The phase of data collection is a fundamental and essential prerequisite for knowing and managing customers. This information has been grouped into four homogeneous sets:

- a) personal data,
- b) product information,
- c) information on customer behavior,
- d) information on customer satisfaction (Kotler 1972, 2014; Nonaka 1994).

In particular, the strategic importance of information on customers coming from the contact center, the web, the club, the sales, and the assistance network (Edelman and Singer 2015). The priority is therefore placed on understanding customers' needs and expectations and on defining suitable services to meet these needs. The implementation of relational marketing (Gummesson 2002, 2008) is present in Ferrari and Ducati. There is the need to be able to *satisfy the customer's requests* (Edelman and Singer 2015) in real-time. Business intelligence applications will be able to identify and make evident the emerging needs of customers.

6.3 – Objective, actions, and results in the digital marketing strategy

The process of marketing with the definition of objectives, actions, and results (see Table 15) permits a substantial performance improvement based on an integrated system of factors to improve the *Net Promoter Score Index* (Reichled 2016).

This analysis phase is fundamental because the relevant information is identified, and the criteria are defined according to which this information will be cataloged and made available. The decision to undertake a CRM strategy was a choice determined by the very nature of the offer and by the nature of the relationship that Ducati establishes with its customers. Some *core benefits of the CRM model* are:

- 1) individualized marketing messages;
- 2) customized products and services;

- 3) improved customer service efficiency and effectiveness;
- 4) improved pricing;
- 5) improved ability to target profitable customers;
- 6) integrated offerings across channels;
- 7) improved sales force efficiency and effectiveness.

| OBJECTIVES: | ACTIONS | RESULTS |
|--|---|---|
| <p>RELATION MARKETING (CRM)</p> <p><i>Based on a collection of big data about:</i></p> <p>a) personal data,</p> <p>b) product information.</p> <p>c) information on customer behavior,</p> <p>d) information on customer satisfaction</p> | I) STORE ONLINE MOTORCYCLE AND ACCESSORIES ONLINE | <p>CUSTOMER SATISFACTION</p> <p>AND</p> <p>IMPROVING NET PROMOTER INDEX</p> |
| | II) DIGITAL STORYBOARD | |
| | III) MUSEO AND EVENTS | |
| | IV) DIGITAL COMMUNITY EVENTS | |
| | V) RACING DIGITAL COMMUNICATION | |
| | VI) ADVERTISING ONLINE | |
| | VII) TOURS AND TRAVELING APPS | |

Tab 15 – Objectives, resources, and results in marketing digital strategy in Ferrari and Ducati (source: elaboration from Ferrari Annual Report 2020, Ducati Annual Report 2020; Ducati 2020; Volkswagen Group 2020; Ducati 2008; Ducati-Fiom-Cgli, 2019)

To build a strong brand it is important to analyze how customers think and feel about its product (Fontana 2013; Smith 2000) to build the right type of experiences (Edelman and Singer 2015) around the brand in the international community of customers of the company.

7 – Conclusion

Digital marketing strategy is very important for relational marketing (Schmitt 2000; Gummesson 2002, 2008) and the reation of virtual community of customers. In 2019 the Ducati production was of about 53000 bikes (Ducati Annual Reports 2020) compared with the about 10300 cars of Ferrari (N.V. Ferrari Annual Report 2020).

7.1 – Organization of digital marketing strategy in Ferrari and Ducati

ABOUT THE FIRST RESEARCH QUESTION: “What is the organization of digital marketing strategy in Ferrari and Ducati?”, we discover that:

A - FIRST, in both the companies there is the importance of an integrated system of communication-based on a website and a multi-channel contact center. Each company has a particular organization of digital marketing strategy based on some factors (see Table16).

| FERRARI | | DUCATI | |
|--|--|--|---------------------------------|
| STRATEGY | TARGET/AIM | STRATEGY | TARGET/AIM |
| Prestige and one to one marketing | relationship consumers-company | Excellent design and Social media | Social media strategy |
| CHANNELS | | | |
| Online shopping | Offering online shopping. | Social network, newsletter | Communication an advertising |
| Customization | Variety of customizations | Site web | Five sections |
| Digital communication | Creative or well-designed content | Mobile app | Information for traveling. |
| CONTROL OF RESULTS | | | |
| Control of results | Digital KPIs and report | Monitor the results | Control KPIs |
| Trend and Big data analyze | Analyze the markets | Measures of the CRM Strategy | interactive relationship |
| CUSTOMIZATION PRODUCTION | | | |
| Supply chain strategy | Supply chain and manufacturing operation | Customization of the product | Personalization of the product |
| BRAND | | | |
| Club Ferrari and course | Exclusive member of a community | Club Ducati | Virtual community |
| Digital Museum | Museum Ferrari Modena Museum Maranello | Digital storytelling | Archivio Ducati |
| Digital Storytelling | One of the most valuable brands in the world | Virtual Museum | Museum Ducati in Borgo Panigale |

Tab 16 – Comparison of the organization of marketing digital strategy in Ferrari and Ducati time (source: elaboration from Ferrari Annual Report 2020, Ducati Annual Report 2020; Ducati 2020; Volkswagen Group 2020; Ducati 2008; Ducati-Fiom-Cgli, 2019)

There is the development of a stakeholder engagement strategy based on the community. In Ducati, there is the motor club Desmo-Owner Club; in Ferrari, there is a club for the customers with the possibility to participate in the internal race of the members. Also, there is a focus for new markets and new channels (*Facebook, YouTube, creation of virtual international community all over the world*).

In Ducati and Ferrari there is the application of *an integrated database* that permits a process of knowledge discovery to improve customer satisfaction by the creation of a virtual community in a competition based on building successful customer journeys (Edelman and Singer 2015).

B - SECOND, to control the performance of digital strategy are used many *KPIs and CRMs metrics* and also uses the NPS index (*Net Promoter Score*) (Reichled 2016). The NPS index with other metrics permit insights from various points of the customer journey. There is control the

customer satisfaction of each customer to improve the quality of the exclusive product all over the world.

C - *THIRD*, the answers to the first question are consistent with past studies (Herhauser et al. 2020; Kelly 2013; Gummesson 2002, 2008; Farinet and Ploncher 2001; Baccarani and Golinelli 2011; Gazzola and Mella 2003, 2006, 2017; Pilotti 2018; Riva and Pilotti 2021a; Aiello 1996; Edelman and Singer 2015; Gorini et al. 2021, Conz 2014).

7.2 – Differences in critical success factors (FCS) in Ferrari and Ducati

ABOUT THE SECOND QUESTION: “What are the main differences in critical success factors (FCS) in digital marketing strategy between the two companies?” we discover that:

A - *FIRST*, we find the main critical success factors that are the source of important distinctive core competencies (Ringov, 2017). There are some differences between the two companies about the focus of strategy on some critical success factors (see Table 17). It is important for Ducati the expand of commercial presence with a particular focus on *emerging markets*.

| N° | CRITICAL SUCCESS FACTORS | FERRARI | DUCATI |
|----|--|-------------------------------|--------------------------------|
| | LEVEL OF PRODUCTION IN 2019 | about 10.300 cars/year (2019) | about 53.000 bikes/year (2019) |
| 1 | THE CREATION OF A VIRTUAL INTERNATIONAL COMMUNITY | ** | ***** |
| 2 | MULTICHANNEL MARKETING | ***** | ***** |
| 3 | STORE ONLINE AND ACCESSORIES ONLINE | **** | ***** |
| 4 | FOCUS ON BRAND FOR NUMEROUS TITLES RACING | ***** | ***** |
| 5 | PRODUCT WITH CHARACTERISTICS, PERFORMANCE, STYLE EXCLUSIVITY | ***** | **** |
| 6 | FOCUS ON MARKETING IN EMERGING ECONOMIES | *** | ***** |
| 7 | THE CREATION OF A VIRTUAL INTERNATIONAL COMMUNITY ALL OVER THE WORLD | *** | ***** |
| 8 | TOURS AND TRAVELING APPS | * | ***** |
| 9 | FOCUS ON ONE-TO-ONE MARKETING | ***** | ***** |
| 10 | CREATION OF DIGITAL STORYBOARD AND HISTORICAL MUSEUM | ***** | ***** |
| | Level: ***** HIGH, *** AVERAGE, *LOW | | |

Tab 17– Benchmarking main difference between the strategy in Ferrari and Ducati (our elaboration from Ferrari Annual Report 2020; Ducati Annual Report 2020; Ducati 2020; Volkswagen Group 2020; Ducati 2008; Ducati-Fiom-Cgli,2019).

B – *SECOND*, both companies focus on new digital communication technology based on 1) database; 2) multichannel marketing; 3) knowledge management and CRM metrics (Net Promoter

Index); 4) *intelligent website organization* and the creation of a club of the owner (Desmo) international virtual community; 5) *international marketing* (Valdani and Bertoli 2014; Pilotti 2017; Baccarani Golinelli 2011). Ducati is strongly focused on emerging markets (*China, India, Thailand, Vietnam, and Brazil, Asia*). These markets represent a unique opportunity for the company. The product of Ferrari are more exclusive and focus on very high-level segments of the marketing.

C – *THIRD*, The answers to the second question are consistent with past studies (Gummesson 2002, 2008; Farinet and Pocher 2002; Herhauser et al. 2020; Schillaci 1987; Mella 2012, 2014 a,b, 2017, 2021a; Pilotti and Riva 2018a, 2019a; 2021; Gorini et al. 2021; Pilotti 2017; Riva 2007; Kelly 2013).

7.3 – Original contribution, limits and future researches

The original contributions of this paper (highlights) regarding the production of new knowledge in the field are:

- I) *the original description and analysis of the digital marketing strategy of Ferrari and Ducati and the main differences;*
- II) *a new practical framework for strategic implementation of digital marketing strategy and describe some tools that, can be used, with some limitations, by other companies.*

A limit of these research is to study a limited number of companies. Further research can analyze the impact of the strategy of digitalization of the process in the new contest of industry 4.0 and the importance of new international markets.

In conclusion, Ferrari and Ducati are focused on implementing the marketing digital strategy following the principle of relational marketing and experiential marketing (Edelman and Singer 2015, Schmitt 2000; Gummesson 2002, 2008).

8 – References

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