

A Proposal of Online Marketing Communication Strategy for AGRO VINICA s.r.o.

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2. Define the main goal, state research, and choose adequate research methods.
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ABSTRAKT

Tato diplomová práce se zaměřuje na vytvoření online marketingové komunikační strategie pro slovenskou e-commerce společnost AGRO VINICA, která se specializuje na zahradnictví, chovatelské potřeby a zemědělské produkty. Cílem práce je zhodnotit současnou online prezentaci společnosti a na základě výsledků výzkumu navrhnout strategická doporučení pro zvýšení efektivity její digitální komunikace. Práce je strukturována do tří hlavních částí: teoretické, analytické a projektové. Teoretická část představuje klíčové pojmy, jako jsou digitální marketingová komunikace, trendy v oblasti e-commerce a spotřebitelské chování. Analytická část zahrnuje interní audit webových stránek na základě firemních dat, kvantitativní výzkum ve formě dotazníkového šetření, benchmarkingovou analýzu vybraných konkurentů, polostrukturovaný rozhovor se zástupcem společnosti a SWOT analýzu. Na základě těchto zjištění projektová část předkládá strukturovaný návrh na zlepšení online marketingové strategie společnosti AGRO VINICA.

Klíčová slova: e-commerce, marketingová komunikace, digitální marketing, zahradnictví, spotřebitelské chování, Slovensko

ABSTRACT

This diploma thesis focuses on the development of an online marketing communication strategy for the Slovak e-commerce company AGRO VINICA, which specializes in gardening, pet care, and agricultural supplies. The thesis aims to evaluate the company's current online presence and based on the research findings, propose strategic recommendations to enhance the effectiveness of its digital communication. The thesis is structured into three main parts: theoretical, analytical, and project. The theoretical part introduces key concepts such as digital marketing communication, e-commerce trends, and consumer behavior. The analytical part includes an internal website audit based on company data, quantitative research in the form of a customer questionnaire, a benchmarking analysis of selected competitors, a semi-structured interview with the company's representative, and a SWOT analysis. Drawing on these findings, the project presents a structured proposal for improving AGRO VINICA's online marketing strategy.

Keywords: e-commerce, marketing communication, digital marketing, gardening, consumer behaviour, Slovakia

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INTRODUCTION

In today's competitive digital environment, online marketing communication plays a fundamental role in the success of modern businesses. With the rapid growth of e-commerce, companies are increasingly required not only to operate functional online platforms but also to deliver strategic and engaging communication that fosters long-term relationships with customers. To thrive in this space, businesses must adapt to evolving consumer expectations, technological advancements, and the growing importance of maintaining a consistent digital presence.

This diploma thesis focuses on the development of an online marketing communication strategy for the Slovak e-commerce company AGRO VINICA, which specializes in the sale of gardening, pet, and agricultural products. The aim of the thesis is to evaluate the company's current digital communication practices and based on research findings, propose strategic improvements to enhance its visibility, customer engagement, and overall competitiveness.

The theoretical part outlines the key concepts of digital marketing communication, consumer behavior, and e-commerce trends relevant to the Slovak market, with a particular focus on the specifics of the gardening sector. It also defines the research objectives and describes the applied methodology, which combines both quantitative and qualitative approaches.

The analytical part introduces the company and its product portfolio, followed by a detailed evaluation of the internal e-shop's performance using Google Analytics. It further includes a benchmarking analysis of selected competitors using SimilarWeb, as well as a review of the company's digital presence, including social media channels. The findings serve as the foundation for a SWOT analysis, highlighting the company's internal strengths and weaknesses, as well as external opportunities and threats.

The project part builds on these findings by proposing a set of strategic recommendations to improve AGRO VINICA's online marketing communication. These include both general improvements and a more focused proposal for enhancing communication on selected digital channels. The proposed strategy outlines realistic, cost-effective measures tailored to the company's internal resources and customer preferences.

I. THEORETICAL PART

1 DIGITAL MARKETING

Digital marketing has become an essential component of modern business strategies, leveraging digital media, data, and technology to achieve marketing objectives. Chaffey and Ellis-Chadwick (2019, p. 9) define it as the strategic application of these digital tools to support business goals and enhance market performance. This approach highlights the role of digital marketing in strengthening customer engagement, optimizing marketing initiatives, and driving business growth.

Unlike traditional marketing, digital marketing utilizes a diverse range of online platforms, including websites, search engines, social media, and email campaigns. The increasing reliance on digital technologies has significantly influenced consumer behavior, compelling businesses to adopt data-driven methodologies that enable more precise audience segmentation and personalized communication (Chaffey & Ellis-Chadwick, 2019, p. 13). Additionally, advanced analytics tools allow marketers to track performance metrics, evaluate campaign effectiveness, and continuously refine their strategies, ensuring measurable outcomes and sustained improvement.

1.1 Digital marketing mix

The digital marketing mix builds on the traditional marketing mix by integrating online tools, technologies, and data-driven strategies to better connect with customers and improve business performance. Chaffey and Ellis-Chadwick (2019, p. 190) outline seven key elements of the digital marketing mix: Product, Price, Place, Promotion, People, Process, and Physical Evidence. Originally, the marketing mix focused on four main components—product, price, place, and promotion—but over time, it evolved to include three additional elements to reflect changes in service industries and digital marketing. The rise of online platforms and analytics has further transformed how businesses apply these principles, allowing for more precise targeting, personalized communication, and optimized customer experiences in an increasingly digital landscape (Chaffey & Ellis-Chadwick, 2019, p. 191).

In the digital landscape, the **product** aspect extends beyond physical goods to include digital offerings such as software, e-books, and subscription-based services. Businesses focus on delivering value through customization, usability, and continuous updates, adapting to consumer expectations in real-time. The **price** element in digital marketing is highly dynamic, influenced by online pricing models, personalized discounts, and subscription-

based payment structures that enhance customer retention (Chaffey & Ellis-Chadwick, 2019, p. 191-224).

The **place** component is redefined by digital distribution channels, enabling businesses to reach global audiences through e-commerce platforms, social media marketplaces, and mobile applications. Unlike traditional distribution methods, digital marketing allows for direct and instantaneous consumer access. Similarly, **promotion** has shifted towards data-driven strategies, leveraging search engine marketing, influencer collaborations, and automated customer engagement tools to maximize reach and effectiveness (Chaffey & Ellis-Chadwick, 2019, p. 191-224).

The additional components of the marketing mix also play a crucial role in digital marketing. **People**, including both employees and customers, shape brand perception through online interactions, customer support, and personalized engagement. **Processes** are increasingly automated through artificial intelligence and machine learning, streamlining customer service, personalization, and marketing automation. Lastly, **physical evidence**, which traditionally involved tangible proof of a brand's credibility, has expanded to include user experience on websites, app design, and digital branding elements (Chaffey & Ellis-Chadwick, 2019, p. 191-224).

Table 1 below illustrates how digital marketing influences the seven elements of the marketing mix, showcasing their adaptation to online platforms and technologies.

Table 1: The seven elements of the digital marketing mix (Own research)

Element	Digital Adaptation
Product	Digital goods, software, online services, subscription-based models, continuous updates, customization.
Promotion	Digital advertising, social media marketing, influencer collaborations, content marketing, email automation.
Price	Online pricing models, personalized discounts, subscription payments, freemium models, dynamic pricing.
Place	E-commerce platforms, direct-to-consumer websites, mobile apps, segmented online channels, digital marketplaces.
People	Online customer support, brand community engagement, personalization, virtual sales interactions, employee social presence.
Process	Automation, AI-driven customer service, chatbots, personalized marketing workflows, real-time interactions.

1.2 Digital communications mix

The digitalization of marketing has transformed the traditional marketing communications mix, which originally consisted of personal selling, public relations, sales promotion, advertising, direct marketing, and sponsorship (Soukalová, 2019). In the digital environment, these elements take on new forms and are essential for planning effective online campaigns. According to Chaffey and Chadwick (2019, p. 26), digital marketing tools can be categorized into six key areas:

1. Search engine marketing (SEM)

Search engine marketing improves a website's visibility by using targeted keywords and phrases. This includes both organic search engine optimization (SEO) and paid search advertising (Pay-Per-Click, PPC) (Chaffey, 2019, p. 28).

2. Digital public relations (PR)

Digital PR involves managing brand mentions and reputation across online platforms, including social media, blogs, and news sites. It also includes a company's response to negative reviews or criticism, which helps shape public perception (Chaffey, 2019, p. 28).

3. Digital partnerships

Companies can collaborate with other businesses or platforms to expand their reach. This includes affiliate marketing, link-building strategies, online sponsorships, and price comparison aggregators, fostering long-term promotional partnerships (Chaffey, 2019, p. 28).

4. Display advertising

This refers to the use of online banners, video ads, and other digital advertisements to increase brand visibility and drive traffic to a website. The effectiveness of display ads is often measured through the click-through rate (CTR) (Chaffey, 2019, p. 28).

5. Permission-based email marketing

Also known as opt-in email marketing, this strategy involves sending promotional emails only to users who have voluntarily subscribed, making it a key tool for customer retention and engagement.

6. Social media marketing

Businesses use social media platforms to promote products and engage with customers. Strategies like viral marketing and word-of-mouth campaigns can enhance brand awareness and encourage audience interaction (Chaffey, 2019, p. 28).

1.3 Social media marketing (SMM)

Ac Barker et al. (2017, p. 2) define social media marketing (SMM) as a strategy that enhances website traffic and audience engagement through social platforms. Businesses create and share content that resonates with users, encouraging organic interactions and word-of-mouth promotion. This form of earned media is often considered more valuable than paid advertising. To maximize effectiveness, organizations follow a structured SMM plan that includes goal setting, audience identification, platform selection, content development, and continuous monitoring for optimization (Barker et al., 2017, p. 23).

In the e-commerce sector, social media marketing plays a crucial role in building customer relationships and loyalty. Yadav and Rahman (2018) emphasize that successful SMM in e-commerce revolves around five key dimensions: interactivity, informativeness, personalization, trendiness, and word-of-mouth. These factors contribute to customer engagement by fostering meaningful interactions and providing relevant, up-to-date content. When strategically integrated, SMM not only strengthens brand equity but also enhances customer retention by creating value-driven and personalized experiences. This highlights the importance of a well-executed SMM strategy in helping businesses remain competitive in the digital marketplace.

1.4 Internal audit for digital marketing

An internal audit of digital marketing evaluates business, marketing, and digital performance (Chaffey, 2019, p. 150). This involves tracking key performance indicators (KPIs) to measure online success.

Some of the essential **KPIs** include:

- **Unique visitors** – the number of individual users visiting the website.
- **Total sessions** – the total number of visits to the site.
- **Repeat visits** – how often users return to the website.
- **Average session duration** – the time users spend on the website per visit.
- **Conversion rate** – the percentage of visitors who take a desired action (e.g., making a purchase or signing up).
- **Attrition rate through the online buying process** – the percentage of users who drop off at different stages of the purchasing journey, including those who leave before adding products to their cart, abandon the checkout process, or fail to complete the payment.
- **Churn rate** – the percentage of customers or subscribers who stop engaging with the brand (e.g., unsubscribing from emails or canceling services).

By analyzing these KPIs, businesses can identify weaknesses in their digital marketing efforts, optimize customer interactions, and improve conversion rates (Chaffey, 2019, p. 150).

1.5 Goals and objectives of Digital marketing

A well-defined digital marketing strategy starts with clear goals and objectives, which guide businesses in tracking performance and optimizing resources. Chaffey (2019, p. 154) outlines several key performance targets that businesses should consider:

1. **Vision** – A statement describing how digital marketing contributes to overall business success.
2. **Goals** – Broad aims that highlight how digital channels support business growth, improve audience engagement, and optimize costs.
3. **Objectives** – Measurable **SMART objectives** that provide a clear direction and allow businesses to track performance against targets.
4. **Key Performance Indicators (KPIs)** – Metrics used to assess whether the set objectives are being met.
5. **Metrics and Measures** – Additional performance indicators that provide deeper insights into digital marketing effectiveness.

A primary objective of digital marketing is its online revenue contribution, which represents the percentage of total sales generated through digital channels. This metric helps businesses assess the impact of digital marketing on overall revenue and make data-driven decisions about resource allocation (Chaffey, 2019, p. 156).

1.5.1 SMART objectives

The **SMART framework** provides a structured approach to defining digital marketing objectives, ensuring they are aligned with business strategy and measurable for performance tracking. According to Chaffey (2024), SMART objectives in digital marketing are defined as follows:

- **Specific** – The objective must be clearly defined, identifying whether it has the potential to address key opportunities or mitigate threats within the market.
- **Measurable** – The objective should include quantifiable metrics to assess progress and determine the methods for evaluating success.
- **Actionable** – The goal should be realistic and achievable, leading to a meaningful and measurable improvement in business performance.

- **Relevant** – the objective must align with the overall digital marketing strategy and contribute to business growth.

- **Time-bound** – a specific timeframe should be set to evaluate the achievement of the objective within a defined period (Chaffey, 2024).

1.5.2 The VQVC framework in SMART objective setting

According to Chaffey (2019, p. 157), digital marketing objectives should focus on three core measurement areas: traffic, value, and cost. The VQVC framework (Volume, Quality, Value, Cost) provides a structured method for defining digital performance indicators:

1. **Volume measures** – assess overall website traffic to determine audience reach and potential engagement levels.

- Unique visitors
- Total visits
- Page views

2. **Quality measures** – evaluate user engagement and experience, particularly in terms of interaction and conversions.

- Bounce rate (percentage of visitors leaving after viewing only one page)
- Average session duration
- Pages per visit

3. **Value measures** – assess the direct contribution of digital marketing to business performance, varying by business model:

- **E-commerce platforms:** revenue per visit, average order value
- **Non-transactional websites (B2B, lead generation):** Custom metrics such as form submissions, contact requests, or other indicators of qualified leads

4. **Cost measures** – evaluate the financial investment required for customer acquisition, content creation, and marketing promotions.

- Cost per acquisition (CPA)
- Expenses related to paid, owned, and earned media (Chaffey, 2019, p. 157).

2 E-COMMERCE

E-commerce has significantly transformed how companies interact with their consumers. Thanks to digital platforms, companies can now sell products and services online, offering convenience that goes far beyond traditional retail. The need for physical stores has diminished, as e-commerce allows them to operate 24/7, reach global audiences, and meet customer demands for fast and easy shopping (Jain et al., 2021).

Technology is also driving the growth of e-commerce, with the rise of mobile-optimised websites, personalised recommendations driven by artificial intelligence, and the strategic use of social media have all contributed to more engaging and intuitive online shopping experiences (Jain et al., 2021). At the same time, businesses benefit from streamlined processes, with online platforms enabling direct sales, diverse payment options, and efficient customer service. These innovations not only improve the buying journey for consumers but also help companies strengthen their market position (Jain et al., 2021).

Beyond online transactions alone, e-commerce also involves a wide range of digitally managed operations. It includes systems for stock monitoring, order processing, secure payment handling, delivery coordination, and financial tracking. Together, these elements form an integrated ecosystem that supports smooth and secure interactions between businesses and their customers (Chaffey et al., 2023).

2.1 Types of e-commerce models

E-commerce works through different models that cater to the unique ways businesses, individuals, and governments interact online. Each model is defined by the participants involved and the type of transactions they enable.

- **Business-to-business (B2B)** focuses on transactions between businesses, such as manufacturers and wholesalers. It's commonly used for supply chain management and bulk trading.
- **Business-to-consumer (B2C)** is the most familiar model, where businesses sell directly to individual customers. This includes everything from electronics to groceries, with customers benefiting from lower prices, better information, and convenient delivery options.
- **Consumer-to-consumer (C2C)** allows individuals to trade goods or services with one another, often facilitated by platforms like online marketplaces.

- **Consumer-to-business (C2B)** flips the traditional model, with individuals offering products or services to businesses. This is common in crowdsourcing platforms where businesses request designs or ideas from individuals.
- **Business-to-administration (B2A)** involves online transactions between businesses and public institutions, such as tax filings or government contracts.
- **Consumer-to-administration (C2A)** connects individuals with public services, such as healthcare appointments or paying taxes online (Jain et al., 2021).

2.2 Advantages And Disadvantages of E-Commerce

Table 2: Advantages and disadvantages of e – e-commerce (*Own research*)

Advantages of e-commerce	Disadvantages of e-commerce
24/7 accessibility for consumers	Cybersecurity risks, such as hacking
Lower operational and transportation costs for sellers	Reluctance from financial institutions
Easy product search and comparison	Trust issues due to lack of standardized regulations
Global access to a wider product range	High delivery costs in regions with poor infrastructure
Enhanced customer loyalty through feedback mechanisms	Cultural and educational barriers in developing areas

E-commerce provides significant benefits to both businesses and consumers. Customers benefit from the convenience of shopping anytime and anywhere, with easy access to a global range of products that may not be available locally. They can quickly compare prices and features, which saves time and helps them make informed decisions. For businesses, e-commerce significantly lowers costs associated with operating physical stores and streamlines logistics and transportation, improving efficiency and profitability. Additionally, online platforms enhance customer relationships through feedback mechanisms, fostering loyalty and encouraging repeat purchases.

However, e-commerce also comes with challenges. Cybersecurity remains a critical issue, as online platforms are vulnerable to hacking and fraud, which can harm both consumers and businesses. Trust is another barrier, especially in regions where regulations around e-commerce are unclear or inconsistent. High delivery costs and logistical difficulties in areas with poor infrastructure further complicate operations. Moreover, cultural differences, limited education on digital tools, and uneven internet access in developing regions hinder the broader adoption of e-commerce. These factors underline the importance of addressing these challenges to fully realize the potential of online commerce (Jain et al., 2021).

2.3 E-commerce in Slovakia

E-commerce in Slovakia has seen very dynamic growth, with over 11,000 e-shops driving a 20% annual increase in the sector. Total sales of e-commerce by the end of 2017 reached €937 million, reflecting a year-on-year growth rate of 15% (Hasan, 2019). Slovak customers regularly and most often buy products such as fashion items, electronics, books, and cosmetics online; grocery shopping through e-commerce channels is still the weakest compared to the European average. Traditional brick-and-mortar retailers have reacted by adopting digital strategies to support their physical stores, thereby creating a hybrid shopping experience. Mobile apps, virtual try-ons, and AI are advancing customer engagement online and making processes smoother, but slow acceptance of cash-on-delivery payments and underdeveloped infrastructures for fresh food delivery hamper developments. Despite these obstacles, the sector aligns with global e-commerce trends, solidifying its role as a vital component of Slovakia's economy and a driver of technological and market innovation (Hasan, 2019).

The growth of e-commerce in Slovakia is quite steady and significant, supported by increasing internet use, secure online payment systems, and mobile shopping. According to Statista (2024), revenue in Slovakia's e-commerce market is estimated to reach nearly US\$2.42 billion by 2025 with a CAGR (compound annual growth rate) of 7.96% from 2025 to 2029. By the end of 2029, market volume will be around US\$3.28 billion. User penetration of the e-commerce market is forecasted to increase from 42.6% in 2025 to 49.6% by 2029, indicating a widening consumer base. The number of e-commerce users will increase to 2.6 million by 2029, with an ARPU (average revenue per user) valued at US\$1,140.00. Such

figures point toward the further installed significance of e-commerce as the leading force in the retail landscape of Slovakia.

The chart below illustrates the share of enterprises' turnover from e-commerce, highlighting the growing significance of online sales in Slovakia's business sector. The variables in this graph represent enterprises with 10 or more employees (size classes) across various industries, excluding agriculture, forestry, fishing, mining, and financial sectors. It measures the percentage of total turnover derived from e-commerce sales, classified under the Statistical Classification of Economic Activities in the European Community (NACE Rev. 2). The unit of measure is the percentage of total turnover, providing a clear view of e-commerce's contribution to business revenues (EUROSTAT, 2025).

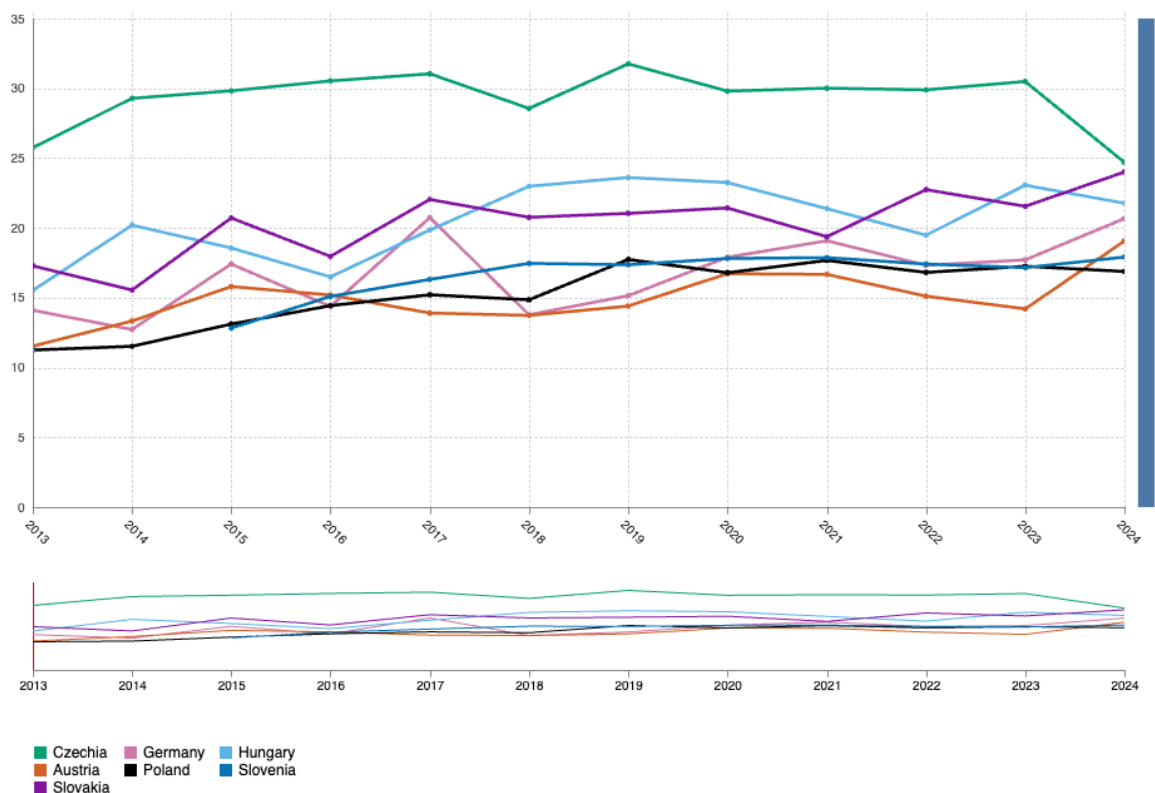


Figure 1: Share of enterprise turnover on e-commerce (Source: Eurostat, 2025)

The chart provides valuable insights into the digitalization of businesses and the growing adoption of e-commerce in Slovakia. Over the years, the country has witnessed a steady increase in the share of enterprises' turnover generated through online sales, highlighting a progressive shift towards digital sales channels. In 2013, e-commerce accounted for approximately 15-16% of total enterprise turnover, and by 2024, this figure had risen to around 25%. The trend suggests a consistent and gradual expansion of e-commerce, without

major fluctuations, indicating a stable yet moderate integration of digital commerce into Slovak businesses.

When compared to neighboring Czechia, a clear contrast in e-commerce adoption emerges. Since 2013, Czechia has maintained a higher e-commerce turnover share of around 25%, growing steadily to 30%. However, in 2023, this share declined back to 25%, bringing it to the same level as Slovakia. This convergence indicates that Slovakia is closing the gap, suggesting that its e-commerce sector is on a trajectory of sustained growth and could further expand in the coming years (EUROSTAT, 2025).

2.4 Lawn and garden market in Slovakia

Economic, demographic, and environmental variables all have an impact on the growth of the lawn and garden sector in Slovakia. The industry shows growth potential, especially through rising consumer awareness and the growth of online sales, even though demand for such products is still relatively modest due to competition from local sellers. The growing demand for low-maintenance gardening solutions, which is mostly due to fast-paced lifestyles, is one of the prominent developments. Consequently, the use of artificial turf, imitation plants, and ergonomic gardening equipment for senior citizens is growing in popularity (Statista, 2024).

With the increasing demand for eco-friendly gardening tools, organic fertilizers, and sustainable landscaping products, sustainability has become an important aspect of the market. Government regulations supporting ecologically friendly behavior are helping to promote this change. At the same time, the sector is changing due to the increasing use of robotic lawn mowers, automated irrigation systems, and smart gardening tools. These developments support effective and sustainable gardening techniques in addition to being convenient (Statista, 2024).

In addition, macroeconomic factors have a considerable impact on market performance. Slovak consumers are spending more on home and garden renovations as their disposable income levels rise. Investment in lawn and garden products is further encouraged by government programs that promote sustainability. By 2025, the industry is expected to generate \$235.98 million in revenue, growing at a projected 3.45% annual rate (CAGR 2025-2029). Additionally, consumer interest in lawn and garden goods in Slovakia is expected to remain strong, with per capita spending estimated to reach \$41.88 in 2025 (Statista, 2024). Geographical and environmental factors also influence consumer preferences, driving

demand for landscaping and snow-clearing equipment, as well as organic gardening products that align with Slovakia's agricultural heritage (Statista, 2024).

Despite the intense market competition, there is the potential for businesses that adopt these emerging trends to succeed. Companies that prioritize accessibility-friendly solutions, smart gardening technology, and sustainability may be in a good position to serve a growing market of customers looking for goods that are convenient and environmentally responsible.

2.5 Integration of digital marketing in agricultural e-commerce

Digital marketing plays a transformative role in the agricultural e-commerce sector, enabling businesses to expand their reach, strengthen brand recognition, and engage effectively with customers. A well-designed website serves as a virtual storefront, operating 24/7 to provide information about products, facilitate transactions, and enhance brand visibility. Search engine optimization (SEO) ensures that these websites rank prominently in search results, increasing organic traffic and driving customer conversions. Social media platforms, such as Instagram and Facebook, allow businesses to directly interact with customers, build communities, and foster brand loyalty. Paid advertisements on search engines and social networks further enable precise audience targeting, maximizing the efficiency of marketing campaigns (Ningsih et al., 2024).

Content marketing, including blogs, videos, and infographics, is particularly effective in educating customers and demonstrating the practical benefits of agricultural products. Video marketing, in particular, engages audiences by showcasing products interactively, making complex agricultural solutions more accessible. Email marketing complements these efforts by providing direct, personalized communication with customers, fostering long-term relationships, and driving repeat purchases (Ningsih et al., 2024).

Despite these opportunities, the agricultural sector faces unique challenges in implementing digital marketing. Limited digital literacy, high logistics costs, and the perishability of fresh products are significant barriers. Addressing these challenges requires investment in digital infrastructure, such as stable internet connectivity, and support from local communities. By overcoming these barriers, businesses in the agricultural sector can leverage digital marketing to enhance competitiveness, meet customer demands, and promote sustainable growth in the e-commerce landscape (Ningsih et al., 2024).

Based on the analysis of research by Ningsih et al. (2024) and Bojkić et al. (2016), several challenges and opportunities in the agricultural sector's digital marketing landscape have been identified:

Challenges

- Limited digital literacy

Many farmers, particularly in rural areas, lack the necessary skills and knowledge to effectively use digital marketing tools, including social media platforms and e-commerce websites. This digital divide limits their ability to leverage online platforms for business growth (Ningsih et al., 2024; Bojkić et al., 2016).

- Infrastructure deficiencies

Insufficient internet connectivity and restricted access to digital devices in rural regions present significant barriers to adopting digital marketing strategies. These infrastructural gaps hinder the development of online agricultural businesses (Ningsih et al., 2024).

- High costs and investment needs

The initial investment required to establish digital marketing capabilities, such as developing user-friendly websites and implementing advanced analytics tools, can be prohibitive for small-scale farmers (Bojkić et al., 2016).

- Perishability of products

Fresh agricultural goods often deteriorate rapidly, posing logistical challenges for online sales. This issue becomes critical when efficient supply chains and storage systems are underdeveloped (Bojkić et al., 2016).

- Market and knowledge gaps

A lack of access to market information and consumer insights makes it difficult for producers to tailor their marketing strategies effectively, limiting their ability to remain competitive (Ningsih et al., 2024).

- Negative marketing

Poor product quality and misinformation can damage the reputation of agricultural businesses, making it challenging to build trust with consumers (Bojkić et al., 2016).

Opportunities

- Direct customer engagement

Digital marketing provides an avenue for direct interaction between farmers and consumers, overcoming traditional barriers of geography and time. This fosters transparency and strengthens customer relationships (Ningsih et al., 2024).

- Cost-effective marketing

Compared to traditional advertising mediums like TV and radio, digital marketing is significantly more economical, offering small-scale producers affordable ways to promote their products through social media and email campaigns (Ningsih et al., 2024).

- Enhanced brand visibility

Online platforms, including websites and social media, enable agricultural businesses to increase brand awareness and attract loyal customer bases (Bojkić et al., 2016).

- Data-driven marketing

Digital tools offer robust analytics that help businesses track customer behavior, optimize marketing campaigns, and refine strategies in real-time (Ningsih et al., 2024).

- Global market reach

E-commerce allows agricultural businesses to expand their customer base beyond local markets, opening doors to international sales and partnerships (Ningsih et al., 2024).

- Consumer trends favoring sustainability

With growing interest in environmentally friendly practices, businesses can capitalize on promoting organic and eco-friendly products, which align with global sustainability trends (Ningsih et al., 2024).

3 CONSUMER BEHAVIOUR

Consumer behavior examines how individuals make decisions regarding the selection, evaluation, purchase, and use of products and services that they perceive as fulfilling their needs. It provides insights into the factors influencing consumer choices, including psychological, social, and economic aspects. Marketers analyze consumer behavior to identify unmet or partially satisfied needs and develop improved products that cater to these demands. Understanding consumer decision-making helps businesses determine which products and brands attract consumers, the motivations behind their purchases, and the circumstances influencing their buying behavior (Schiffman & Wisenblit, 2019).

3.1 Impact of digitalization on consumer behaviour

Consumer behaviour has undergone a significant transformation in recent years, shaped by technological advancements and the growing reliance on digital platforms in everyday decision-making. The way consumers research, compare, and purchase products has shifted, with online reviews, social media, and e-commerce platforms now playing a crucial role in influencing their choices. Unlike traditional purchasing patterns, where decisions followed a more linear process, today's consumers engage with brands across multiple channels, seamlessly moving between online and offline environments before making a final decision (Bartosik-Purgat & Filimon, 2022 & Pelsmacker et al., 2021).

The increasing use of mobile devices, artificial intelligence, and automated services has further changed how people shop and interact with businesses. AI-driven recommendations and chatbots have made online shopping more personalized and efficient, while social media has become an essential space for discovering products and forming opinions. Younger generations, particularly Gen Z, are more inclined toward mobile shopping, digital payments, and influencer-driven marketing, while older consumers still show a preference for traditional retail experiences or a mix of both.

The shift toward digital platforms was further accelerated by the COVID-19 pandemic, which led to a surge in online shopping and digital payment adoption. Businesses that adapted by offering seamless omnichannel experiences—integrating physical stores with online services—were better positioned to meet evolving consumer expectations. Additionally, sustainability has become an increasingly important factor in purchasing decisions, with more consumers prioritizing eco-friendly products, ethical sourcing, and transparency in supply chains. Companies that align with these values are more likely to

attract and retain customers in a competitive digital landscape (Bartosik-Purgat & Filimon, 2022).

Another crucial shift in consumer behaviour is the way digital marketing communications influence the purchasing journey. Unlike traditional advertising, online marketing allows for real-time interaction and personalized targeting, where consumers move from awareness to purchase within a single session (Pelsmacker et al., 2021). Social media plays a significant role in shaping brand perceptions, encouraging engagement, and fostering brand communities. Consumers actively interact with brands through likes, comments, and shares, and often contribute to brand narratives through user-generated content, such as product reviews and testimonials. The ability to integrate digital touchpoints with personalized advertising strategies enhances engagement and increases the likelihood of conversion (Pelsmacker et al., 2021).

3.2 ROPO and reverse ROPO effects in consumer behaviour

The increasing digitalization of commerce has significantly influenced consumer decision-making processes, particularly in how individuals navigate between online and offline shopping environments. One of the most notable shifts is the Research Online, Purchase Offline (ROPO) effect, where consumers conduct online research before making a final purchase in a physical store. This behaviour is common in product categories where direct interaction with the item is important, such as gardening supplies, home improvement materials, and footwear. ROPO highlights the necessity for businesses to maintain a strong online presence, optimize product visibility through SEO, and leverage digital marketing strategies to guide potential buyers toward in-store purchases (Bartosik-Purgat & Filimon, 2022).

On the other hand, the Reverse ROPO effect (also known as showrooming) refers to the practice of consumers visiting brick-and-mortar stores to examine products but ultimately completing their purchases online. This behaviour is often driven by better pricing, wider product availability, or the convenience of home delivery. Sectors such as electronics, apparel, and home furnishings commonly experience this trend, where consumers seek reassurance about product quality in-store before opting for online transactions. Businesses that integrate omnichannel strategies, such as seamless price matching, personalized recommendations, and flexible return policies, can enhance

customer retention and optimize sales across both channels (Bartosik-Purgat & Filimon, 2022 & Pelsmacker et al., 2021).

Furthermore, the growing trend of multi-screening is shaping how consumers engage with brands and make purchase decisions. Consumers frequently use multiple devices simultaneously—watching television while browsing on their smartphone or researching a product on their laptop while engaging with social media. This behaviour underscores the importance of integrating online and offline marketing communications, ensuring that messages are consistent across all touchpoints (Pelsmacker et al., 2021). Marketers are increasingly leveraging native advertising, social media integration, and interactive ad formats to seamlessly blend promotional content with consumer browsing habits. Additionally, social commerce has become a key driver of online engagement, where platforms like Instagram and Facebook enable direct purchases within the same interface, shortening the consumer decision-making process (Pelsmacker et al., 2021).

These behavioural shifts highlight the necessity for businesses to create a cohesive omnichannel experience, where digital and physical channels complement rather than compete with each other. Companies that successfully integrate online engagement with offline experiences are more likely to retain customer loyalty and adapt to changing consumer expectations in the digital era.

4 METHODOLOGY

This chapter outlines the research methods applied in the thesis, detailing the data collection and analysis processes used to develop a proposal for improving AGRO VINICA's online marketing communication strategy. The research combines both quantitative and qualitative methods to assess the company's current digital presence, customer perceptions, and competitive positioning.

4.1 Research objective

The objective of this thesis is to propose an optimized online marketing communication strategy for AGRO VINICA based on a comprehensive evaluation of its current digital presence and customer engagement. The research aims to identify key areas for improvement and provide actionable recommendations to enhance the company's competitiveness in the Slovak e-commerce market.

4.2 Research questions

To achieve this objective, the thesis addresses the following research questions:

- RQ1: How do AGRO VINICA's customers perceive its online marketing communication?
- RQ2: What factors influence customer behavior and engagement with AGRO VINICA's digital channels?
- RQ3: How can AGRO VINICA enhance its online marketing communication strategy to improve customer engagement and competitiveness?

4.3 Research methods

This thesis consists of a theoretical, practical, and project part. The theoretical section outlines the key concepts of digital marketing communication, consumer behavior, and e-commerce trends relevant to the Slovak market. The practical part applies both qualitative and quantitative methods. A semi-structured interview with a company representative provides insight into AGRO VINICA's internal marketing activities, while a customer questionnaire explores satisfaction, shopping behavior, and engagement with the brand's digital channels. The analysis of the e-shop's performance is based on internal Google Analytics data, focusing on traffic and user behavior. To assess Agrovínica's market

position, a benchmarking analysis is conducted using publicly available data from SimilarWeb and social media profiles of selected competitors. These findings are synthesized in a SWOT analysis, which identifies the company's current digital strengths and weaknesses, along with external opportunities and threats. Research limitations include restricted access to internal competitor data, limited availability of public metrics, and the partial subjectivity of qualitative evaluation. Additionally, the questionnaire results may be influenced by self-selection bias, a limited sample size, and potential misinterpretation of questions by respondents. Despite these limitations, the project part builds upon these insights to develop a proposal for improving AGRO VINICA's online marketing communication strategy.

4.4 Qualitative semi-structured interview

A semi-structured qualitative interview is a research method that follows a predefined set of questions or topics while allowing flexibility in how they are posed and how respondents articulate their answers. This approach ensures consistency across interviews while enabling participants to elaborate on their perspectives, facilitating a deeper exploration of the research topic (Edwards & Holland, 2013).

For the purpose of analyzing the semi-structured interview, the method of qualitative content analysis will be employed. Qualitative content analysis allows for the systematic structuring of data into a relevant summary of key findings, facilitating the identification of themes and categories (Erlingsson & Brysiewicz, 2017). This approach will serve as the basis for structuring the SWOT analysis of the company.

4.5 Quantitative questionnaire

This study uses a quantitative questionnaire as its research method, which is a structured tool designed to collect numerical data from respondents in a systematic way. Such questionnaires are widely used to gather factual information for analysis, including measuring customer satisfaction and other quantifiable trends. However, they also come with challenges, such as low response rates, potential biases, and the risk of responses not fully representing the target population (Kuphanga, 2024).

Questionnaires can be structured or unstructured, depending on how the questions are presented. Structured questionnaires include predefined, standardized questions, ensuring that all respondents receive the same prompts, making it easier to compare and analyze the

data statistically. In contrast, unstructured questionnaires contain open-ended questions, allowing respondents to answer freely in their own words, which can provide deeper qualitative insights (Kuphanga, 2024).

4.6 Competitor benchmarking

Chaffey and Chadwick (2019, p. 72) explain that competitor benchmarking is a useful method for conducting a structured comparative analysis of competitors in the digital space. This approach helps businesses assess their current market position, identify potential threats posed by competitors, and uncover opportunities to improve their own online presence. By systematically evaluating competitors' strategies, companies can refine their digital approach and enhance their competitive advantage.

Benchmarking analysis can be conducted using various criteria to evaluate a company's online performance and competitiveness. Chaffey (2019, p. 313) outlines several key areas for comparison. Financial data provides insights into revenue and profitability trends. Conversion rates measure how effectively websites turn visitors into customers. Marketplace performance, including sales data from online platforms, helps assess competitive standing. Business and revenue models can be examined to understand different monetization strategies. Market positioning, based on elements of the marketing mix, reveals a brand's strategic placement. Marketing communication techniques evaluate overall online presence, such as social media engagement and digital advertising. Services offered, including online customer support and technical features, contribute to customer satisfaction. Lastly, website functionality is assessed through factors like ease of use, speed, personalization, and availability, ensuring an optimized user experience (Chaffey, 2019, p. 313).

The first step in benchmarking is selecting relevant comparison areas. According to Lucidchart (2025), businesses must define key processes or metrics that align with their strategic goals, such as customer service, digital marketing, or website performance. They also need to determine whether they are benchmarking internal progress, competitors, or industry standards. Clearly establishing these criteria ensures accurate data collection and meaningful analysis (Lucidchart, 2025).

4.7 SWOT

The SWOT analysis—an acronym for Strengths, Weaknesses, Opportunities, and Threats—is a strategic tool used to assess a company's market position. It helps identify both internal

factors (strengths and weaknesses) and external influences (opportunities and threats), providing insights that guide business strategy development (Palazzo, 2024).

In the digital environment, SWOT analysis plays a crucial role in shaping digital marketing strategies. According to Chaffey (2019, p. 153), it helps businesses understand their current position and make well-informed decisions for both the short and long term. Within digital marketing, SWOT analysis is particularly useful for evaluating key activities such as customer acquisition, conversion, retention, and overall business growth. By leveraging these insights, companies can refine their online strategies and enhance their competitive advantage.

II. PRACTICAL PART

5 AGRO VINICA, S.R.O.: A BRIEF INTRODUCTION

AGRO VINICA s.r.o. is a family-owned retail company based in southern Slovakia, within the Hungarian-speaking region. With over three decades of entrepreneurial experience, the business has evolved from a local retail store into a recognized provider of consumable goods for gardeners, pet owners, and small-scale farmers. The company's primary focus is on regularly consumed agricultural and gardening supplies, including fertilizers, plant protection chemicals, substrates, animal feed, and pet care products. Unlike businesses specializing in heavy machinery, AGRO VINICA caters to individuals seeking practical, frequently used items for their gardening, farming, and pet care needs (Interview, 2025; AGRO VINICA, About Us).

The business operates through two key distribution channels: three physical retail stores and an online e-commerce platform, which primarily serves the Slovak market. Although the online segment currently holds a relatively modest market share of approximately 0.5% in Slovakia, it represents a crucial growth opportunity for the company. Recognizing the importance of digital expansion, AGRO VINICA launched its online store in 2019 to adapt to shifting consumer behaviors and improve accessibility for customers nationwide (Interview, 2025; AGRO VINICA, About Us).

The company was officially founded as AGRO VINICA s.r.o. four years ago by its current owners, who have been involved in business since the post-socialist transition in 1991. Today, the company is managed by the second generation, with the current Managing Director joining in February of the previous year. AGRO VINICA currently employs around ten individuals, including the founder, his family members, and a dedicated team of managers, sales assistants, warehouse staff, and interns. Additionally, a technical team operates from Budapest, managing the online segment and ensuring the digital infrastructure remains competitive (Interview, 2025).



Figure 2: Logo of AGRO VINICA company. (Source: *agrovinica.sk*)

5.1 Company profile

Table 3: Company profile of AGRO VINICA (*FinStat.sk, 2023*)

Category	Details
Company Name	AGRO VINICA s.r.o.
Registration Number (IČO)	53389034
Tax Identification Number (DIČ)	2121353652
VAT Identification Number (IČ DPH)	SK2121353652, under §4, registered from 3 December 2020
Headquarters	Nekyjská 365/35, 991 28 Vinica
Date of Establishment	2019
Industry Classification (SK NACE)	47190 Other retail in non-specialized stores
Number of Employees	2024: 5-9 employees (Source: Statistical Office)
Revenue (2023)	€752,547
Profit (2023)	€27,869
Assets (2023)	€182,441
Equity (2023)	€58,582
Debt Ratio (2023)	67.89%
Gross Margin (2023)	13.40%
Legal Form	Limited Liability Company (LLC)
Business Activities	Retail & Wholesale Trade (Goods resale to consumers & businesses); Brokerage Services (Trade, services, production); Administrative & Accounting Services

5.2 E-shop and product portfolio

The figure below showcases the homepage of the AGRO VINICA webshop, providing an overview of its key navigation elements and structure. The main navigation menu features product categories such as “Výpredaj” (Sale), “Domáci miláčikovia” (Pets), “Hospodárske

zvieratá” (Farm Animals), “Záhrada” (Garden), and “Vinárske potreby” (Winemaking Supplies), allowing customers to easily browse different product sections.

A search bar is prominently displayed, facilitating quick product searches, alongside a shopping basket icon, which provides access to the cart and checkout process. Additionally, the homepage highlights a free delivery promotion for orders over €59, displayed as “Doprava zadarmo nad 59 €”.

A dynamic promotional banner is featured on the homepage, showcasing current discounts and featured product offerings, ensuring that customers stay informed about the latest deals.

The top information panel includes essential company-related sections such as “O nás” (About Us), “Kontakty” (Contacts), “Veľkoobchod” (Wholesale), and “Blog” (Blog), offering additional insights and resources. Furthermore, the panel displays the customer service phone number and working hours, making it easy for customers to reach out for assistance. The “Prihlásenie” (Sign In) option allows users to log into their accounts for a personalized shopping experience.

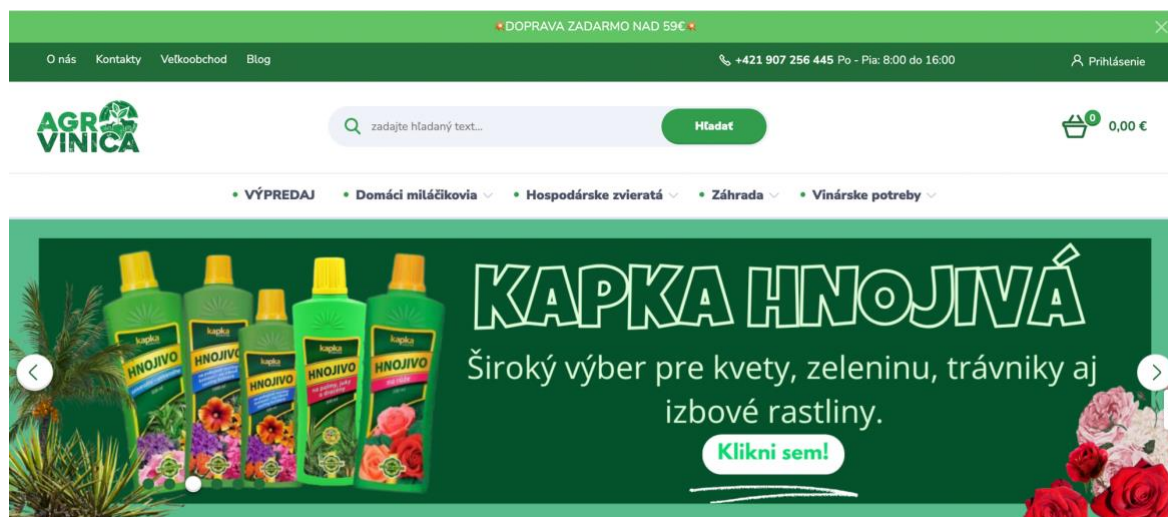


Figure 3: Homepage of AGRO VINICA E-shop (Source: agrovinica.sk)

5.2.1 Product portfolio

As described earlier, the AGRO VINICA e-shop is structured into several main categories, each with multiple subcategories that help customers navigate its extensive product range of approximately 11,000 items (AGRO VINICA, 2025). The key sections include pet supplies, gardening products, agricultural goods, and winemaking essentials.

The pet supplies section covers products for various animals, including food, accessories, and care items for dogs, cats, birds, rodents, fish, and reptiles. Similarly, the gardening section includes fertilizers, plant protection products, seeds, substrates, and tools. The agricultural category focuses on feed and care products for farm animals such as cattle, sheep, pigs, and rabbits. Lastly, the winemaking section features supplies for wine and spirits production, including fermentation agents, acid regulators, and bottling accessories.

These structured categories enhance the user experience, ensuring seamless navigation and easy access to products. The figures below illustrate how the e-shop's navigation system organizes these product groups, allowing customers to efficiently browse and locate the items they need.

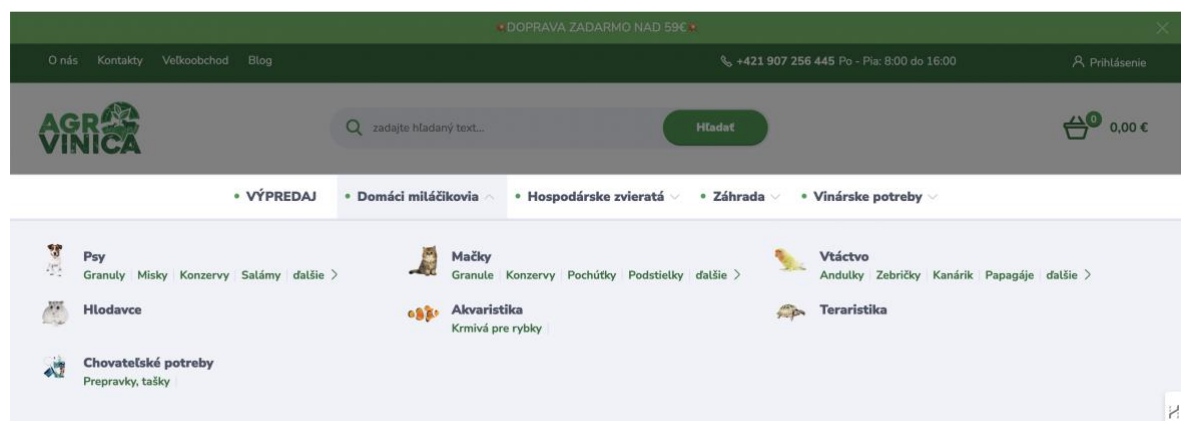


Figure 4: Homepage of AGRO VINICA E-shop (subcategories). (Source: agrovinica.sk).

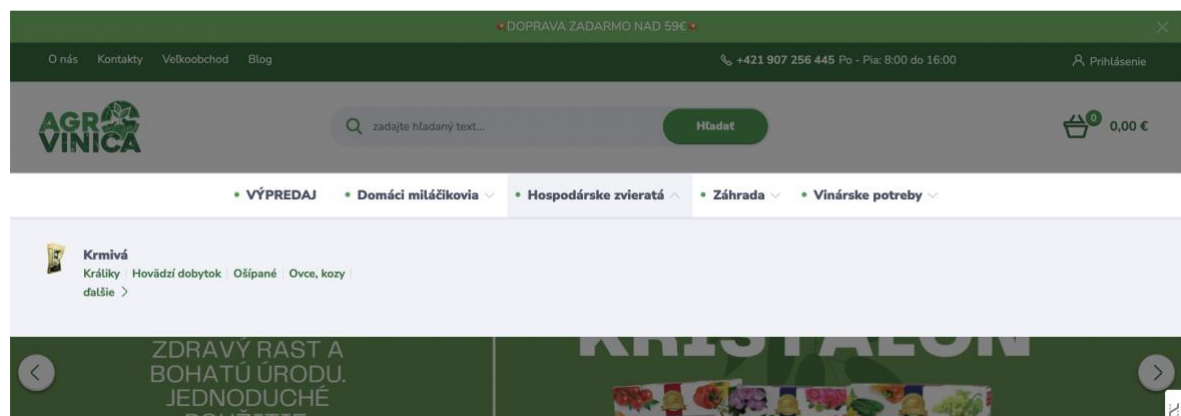


Figure 5: Homepage of AGRO VINICA E-shop (subcategories). (Source: agrovinica.sk).

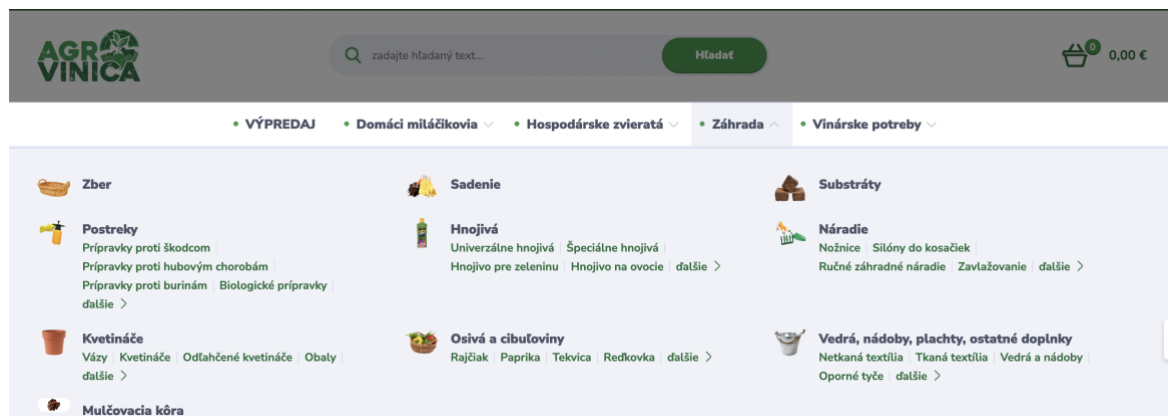


Figure 6: Homepage of AGRO VINICA E-shop (subcategories). (Source: *agrovinica.sk*).

5.3 Internal audit of the AGRO VINICA website

As established in the theoretical section, evaluating a company's online presence necessitates an analysis of key performance indicators (KPIs) that align with its digital strategy. In the case of AGRO VINICA, the assessment is structured around the VQVC framework (Volume, Quality, Value, and Cost), providing a systematic approach to measuring the company's website performance, customer engagement, and digital marketing effectiveness (Chaffey, 2019, p. 157).

To ensure a relevant and insightful analysis, data from Google Analytics has been utilized, covering a six-month period from March 2024 to August 2024. This timeframe was selected based on AGRO VINICA's business seasonality, representing the most active months in terms of consumer interest and sales activity.

The analysis focuses on the following KPIs to identify key trends in customer behavior and website performance:

1. **Total users** – The number of unique visitors who accessed and interacted with the website.

2. **Average session duration** – The average length of time users spend on the site per visit.

3. **Bounce rate** – refers to the proportion of website visitors who navigate away after viewing just a single page without interacting further.

4. **Returning users** – The proportion of visitors who revisit the website.

5. **Conversion rate** – The percentage of users who complete a desired action (e.g., purchase).

6. **Abandonment rate** – The percentage of users who drop off at different stages of the checkout process.

The figure below illustrates the total users on AgroVinica's website for the analyzed period, recording approximately 80,000 unique visitors. The dotted line represents the preceding period (same months in the previous year), demonstrating a 147% increase in total users. This significant growth suggests improved online visibility and a potential rise in customer engagement with the platform.

A notable decline in user activity in July 2024 is observed, which, according to the company's internal feedback gathered during an interview, was caused by technical issues that temporarily affected website accessibility. Following this disruption, user traffic gradually recovered in August, aligning more closely with trends from the preceding period.

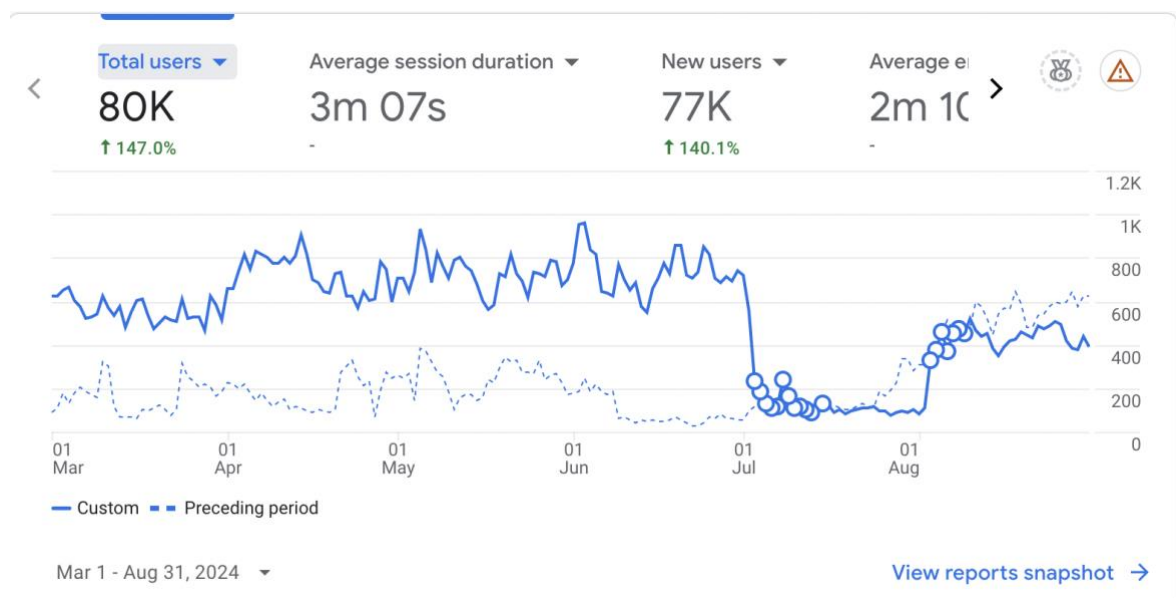


Figure 7: Total users from AgroVinica's website (March–August 2024). (Source: Internal Google Analytics data).

The average session duration for AGRO VINICA's website during the analyzed period (March–August 2024) was 3 minutes and 7 seconds, reflecting a 23.2% decrease compared to the preceding period. Simultaneously, the bounce rate increased to 27.9%, marking a 24.0% rise from the previous year. These two metrics are closely interconnected, as a shorter session duration combined with a higher bounce rate often suggests that users are leaving

the site quickly without meaningful engagement. While a 27.9% bounce rate remains moderate, the decline in session duration raises concerns regarding content relevance, navigation efficiency, or shifts in user expectations.

A key contributing factor to these trends appears to be the technical issues reported in July 2024, which caused a temporary drop in website traffic. If users encountered slow loading times, site errors, or disruptions in navigation, they may have exited the page prematurely, negatively impacting both engagement duration and bounce rates. Additionally, landing page effectiveness, content structure, and differences in mobile vs. desktop performance could have influenced user behavior.

To better understand user engagement patterns, further analysis is necessary to examine session duration variations across different traffic sources, device types, and landing pages. Identifying potential pain points will enable AGRO VINICA to enhance user experience and improve retention rates.

Despite the challenges observed in engagement metrics, returning user data suggests a positive trend in customer retention. During the analyzed period, AGRO VINICA recorded 17,000 returning users, representing a 178.6% increase compared to the preceding year. This substantial growth indicates that a higher proportion of visitors are returning to the website, suggesting greater brand loyalty and ongoing interest in the platform's offerings.

Conversion rate analysis

The conversion rate is a fundamental metric in e-commerce performance evaluation, measuring the percentage of users who complete a desired action, such as making a purchase. In the case of AGRO VINICA, the conversion funnel can be examined using Google Analytics data, focusing on key steps in the customer journey, including session start, product views, placing products in the cart, starting the checkout process, and finalizing the purchase.

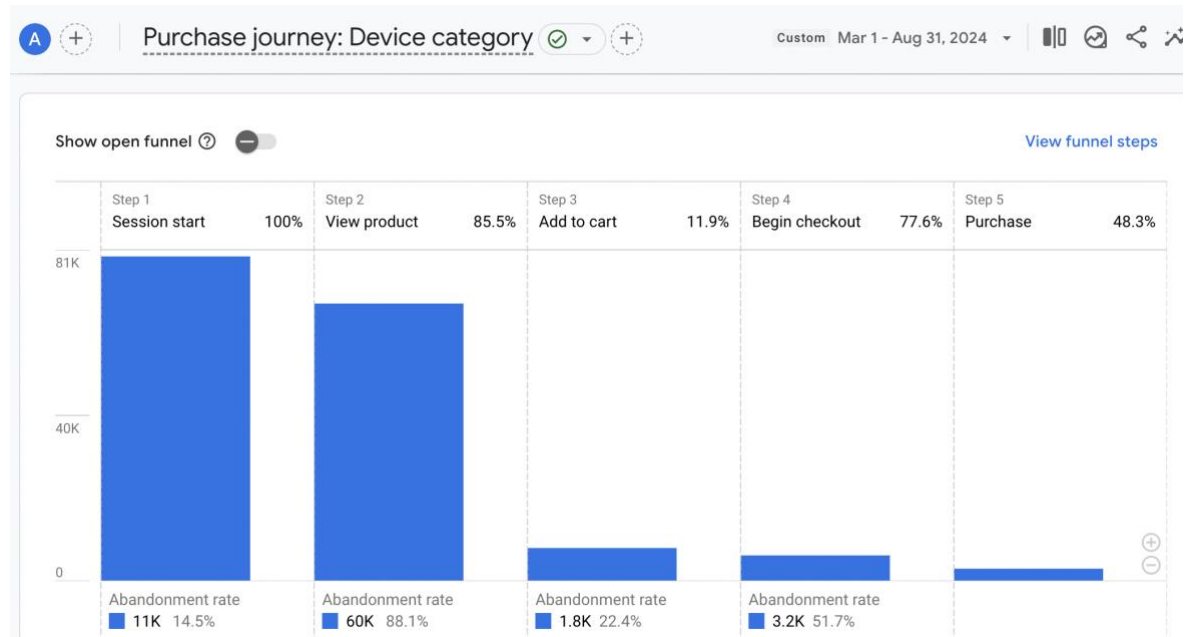


Figure 8: Purchase journey from AgroVinica's website (March–August 2024). (Source: Internal Google Analytics data).

Device category	↓ 1. Session start (User count)	2. View product (User count)	3. Add to cart (User count)	4. Begin checkout (User count)	5. Purchase (User count)
Total	79,043 100% of total	67,567 100% of total	8,051 100% of total	6,250 100% of total	3,021 100% of total
1 mobile	63,987	55,431	6,091	4,667	2,188
2 desktop	13,997	11,465	1,740	1,448	756
3 tablet	1,465	1,172	197	154	77
4 smart tv	3	3	0	0	0

Figure 9: Purchase journey by device category on AgroVinica's website (March–August 2024). (Source: Internal Google Analytics data).

The overall conversion rate, representing the percentage of total visitors who successfully completed a purchase, is calculated as follows:

$$\text{Conversion rate} = \left(\frac{\text{Total purchases}}{\text{Total sessions}} \right) \times 100$$

$$\text{Conversion rate} = \left(\frac{3,021}{79,043} \right) \times 100 = 3.8\%$$

This suggests that out of all users who started a session, only 3.8% completed a purchase, indicating that there may be drop-off points in the purchasing process that need further investigation.

Dividing the conversion funnel into separate stages helps analyze each step in more detail:

View-to-cart conversion rate:

$$\left(\frac{\text{Users who added to cart}}{\text{Users who viewed a product}} \right) \times 100$$

$$\left(\frac{8,051}{67,567} \right) \times 100 = 11.9\%$$

This shows that only 11.9% of users who viewed a product proceeded to add it to their cart, indicating a potential issue with product appeal, pricing, or user experience.

Cart-to-checkout conversion Rate:

$$\left(\frac{\text{Users who started checkout}}{\text{Users who added to cart}} \right) \times 100$$

$$\left(\frac{6,250}{8,051} \right) \times 100 = 77.6\%$$

This is a relatively high conversion rate, suggesting that users who add products to their cart are generally motivated to proceed with a purchase.

Checkout-to-purchase conversion rate:

$$\left(\frac{\text{Completed purchases}}{\text{Users who started checkout}} \right) \times 100$$

$$\left(\frac{3,021}{6,250} \right) \times 100 = 48.3\%$$

This means that almost half of the users abandon their checkout process, which could indicate usability issues, unexpected costs, or payment difficulties.

The conversion rate analysis suggests that while AgroVinica has a relatively strong cart-to-checkout conversion rate, the high abandonment rates at both the product view and checkout stages indicate potential barriers to purchase completion. Addressing issues such as product presentation, pricing transparency, and checkout usability could help improve conversion rates and overall revenue. The findings also highlight the importance of device-specific optimizations, as differences in checkout behavior across devices may further impact performance.

Acquisition and engagement across different traffic sources

To evaluate the effectiveness of AgroVinica's digital presence, it is essential to analyze traffic acquisition and engagement across different sources. The figures below illustrate user acquisition and engagement metrics segmented by traffic source for the period March–August 2024. This analysis provides insights into how visitors arrive at the website, how they interact with its content, and which sources contribute most to user retention and potential conversions.

The analysis of user acquisition channels (Figures 11 and 12) reveals that AGRO VINICA primarily relies on cross-network sources, particularly Google Ads (CPC), which accounts for 74,278 sessions. This highlights the significant role of paid advertising in driving traffic to the website. Organic search, primarily from Google, follows with 25,268 sessions, indicating strong SEO performance and the effectiveness of non-paid visibility. Direct traffic, contributing 8,323 sessions, suggests notable brand recognition and returning visitors.

Engagement metrics further illustrate the differences in user behavior across acquisition channels. Direct traffic demonstrates the highest engagement rate and the longest session duration, suggesting that users arriving through this channel exhibit stronger intent and loyalty. Organic search, despite attracting a substantial number of users, records lower engagement levels, which could indicate that users arrive for informational purposes rather than immediate transactions. Interestingly, direct traffic also correlates with higher revenue, reinforcing its role in customer retention and purchase intent.

These insights suggest that while Google Ads effectively acquires new users, there is potential in further optimizing organic search efforts to enhance long-term customer acquisition while reducing dependency on paid advertising. Strengthening direct traffic by fostering brand loyalty through targeted remarketing and personalized engagement strategies may also contribute to sustainable growth.

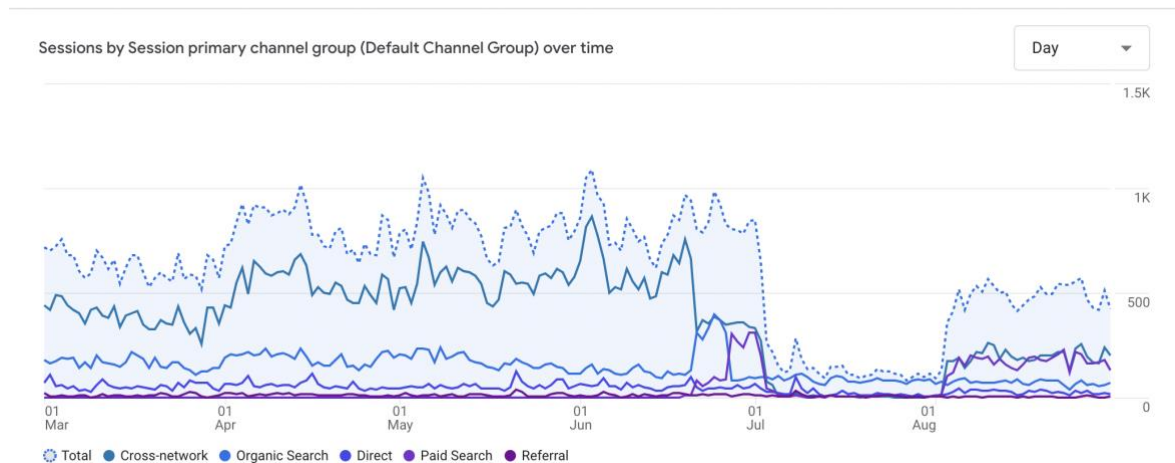


Figure 10: Sessions by primary channel group on AgroVinica's website over time (March - August 2024). (Source: Internal Google Analytics data).

	Session primary...Channel Group	↓ Sessions	Engaged sessions	Engagement rate	Average engagement time per session	Events per session
☒	Total	112,961 100% of total	81,416 100% of total	72.07% Avg 0%	1m 32s Avg 0%	12.74 Avg 0%
☒	1 Cross-network	66,840	48,930	73.2%	1m 34s	12.75
☒	2 Organic Search	25,682	19,297	75.14%	1m 18s	10.73
☒	3 Direct	8,323	6,353	76.33%	2m 31s	21.17
☒	4 Paid Search	7,415	5,039	67.96%	1m 08s	10.94
☒	5 Referral	1,804	1,105	61.25%	1m 36s	14.77

Figure 11: Session engagement metrics by primary channel group on AgroVinica's website (March - August 2024). (Source: Internal Google Analytics data).

Demographic analysis of AGRO VINICA's online audience

Understanding the demographic composition of AGRO VINICA's online audience is essential for refining digital marketing strategies and enhancing customer engagement. The analysis, based on Google Analytics data from March to August 2024, provides insights into user distribution by country, city, gender, age, and interests (Internal data: Google Analytics, 2024).

Geographic distribution

The majority of AGRO VINICA's active users originate from Slovakia, accounting for 75,000 users, which confirms that the company primarily serves a domestic market. A small proportion of visitors comes from other countries, including Indonesia (1,500 users), Germany (900 users), Hungary (697 users), Czechia (464 users), France (441 users), and Canada (435 users). The presence of Indonesian users is particularly unexpected, as AGRO

VINICA primarily operates within Slovakia and neighboring regions, suggesting potential discrepancies in data tracking or incidental international visits (Internal data: Google Analytics, 2024).

At the city level, Bratislava records the highest number of active users (33,000), significantly surpassing other urban centers such as Košice (3,100 users), Banská Bystrica (1,500 users), Nitra (1,400 users), and Prešov (1,200 users). The high concentration of users in major Slovak cities suggests a correlation between digital engagement and urbanization, with customers in metropolitan areas demonstrating greater purchasing power and familiarity with online transactions. This insight emphasizes the need for geographically targeted marketing efforts, particularly in Slovakia’s largest cities, to enhance engagement and conversion rates (Internal data: Google Analytics, 2024).

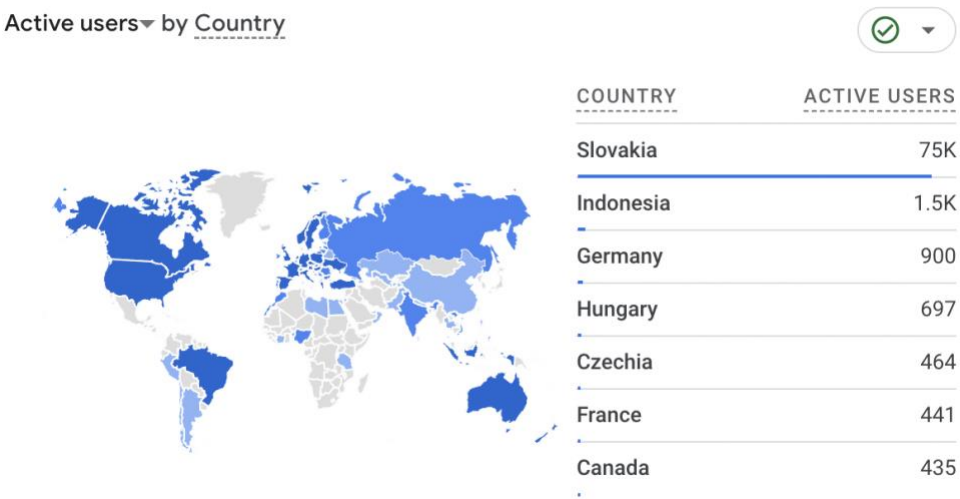


Figure 12: Active users by country on AGRO VINICA’s e-shop (March - August 2024). (Source: Internal Google Analytics data).

Gender composition

The gender distribution among AGRO VINICA’s online users is relatively balanced, with 55.1% identifying as female and 44.9% as male. While there is a slight predominance of female users, the near-equal split suggests that marketing efforts should remain inclusive and relevant to all customer segments. Promotional content and visuals can be designed to appeal broadly, while still allowing for occasional targeted campaigns based on behavioural data and preferences (Internal data: Google Analytics, 2024).

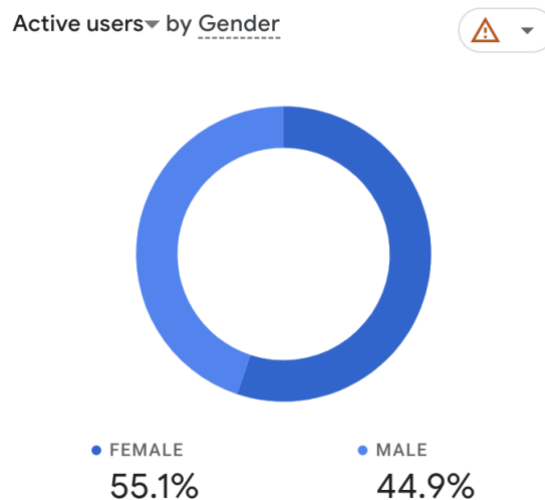


Figure 13: Active users by gender on AGRO VINICA's e-shop (March–August 2024).
(Source: Internal Google Analytics data).

Age distribution

The largest segment of active users falls within the 55-64 age range, followed by the 45-54 and 25-34 age groups. This suggests that AGRO VINICA's product offerings appeal predominantly to middle-aged and older consumers, reflecting the brand's positioning in the market. In contrast, younger audiences (18-24) represent the smallest proportion of users. (Internal data: Google Analytics, 2024).

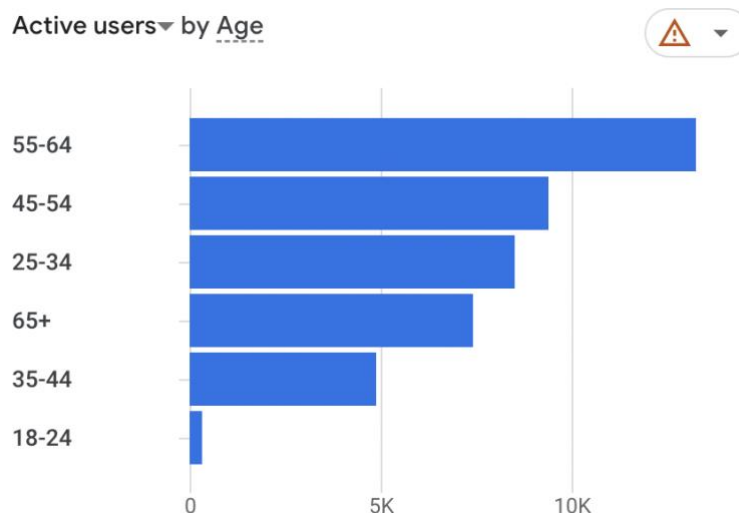


Figure 14: Active users by age group on AGRO VINICA's e-shop (March - August 2024).
(Source: Internal Google Analytics data).

User interests

Analyzing user interests further refines the understanding of AGRO VINICA's target audience. The most common interest categories among active users include:

- Food & Dining (Cooking, Recipes)
- Home & Garden (Home Improvement, DIY)
- Sports & Fitness
- Travel & Leisure
- Media & Entertainment

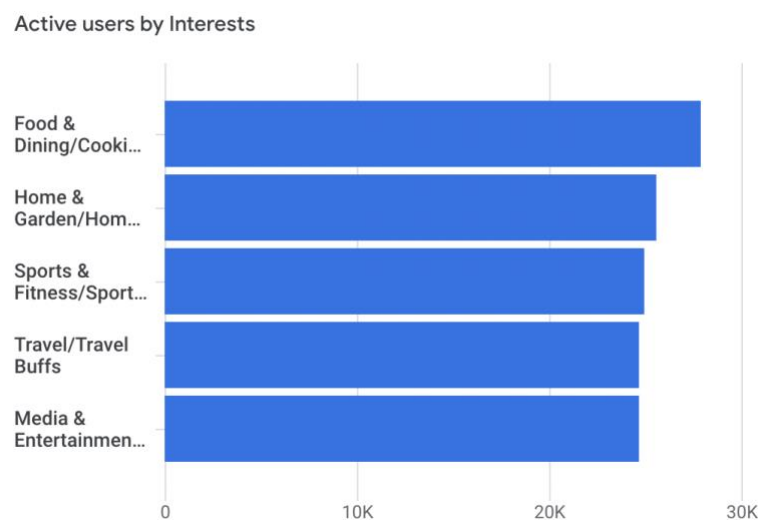


Figure 15: Active users by interest in AGRO VINICA's e-shop (March - August 2024). (Source: Internal Google Analytics data).

The strong representation of home & garden and food & dining aligns closely with AGRO VINICA's product offerings, confirming that the company effectively attracts the right audience. This alignment reinforces the effectiveness of current digital marketing strategies while suggesting further opportunities for content and product expansion. (Internal data: Google Analytics, 2024).

5.4 Social media

The paragraphs below take a closer look at how AGRO VINICA uses Instagram and Facebook. They cover what kind of content is shared, how often posts are published, and how users interact with the pages. The aim is to understand the strengths and weaknesses of the company's current approach to social media.

5.4.1 Instagram

AGRO VINICA's Instagram page has been active since 2021, with a total of 113 posts and 89 followers. The company maintains a relatively low level of engagement, posting approximately 3-4 times per month. The content primarily includes promotions, seasonal offers, product images, descriptions, and usage recommendations, alongside occasional contests, discounts, and gardening tips.

The highlights section features a category titled "Miláčikovia" (Pets), which provides an overview of the available products in this segment. Additionally, AGRO VINICA has posted only one reel so far, indicating limited use of Instagram's video features, which are widely recognized for increasing reach and interaction.

In terms of content strategy, there does not appear to be a structured posting schedule or engagement plan to actively connect with the audience. The bio section includes a direct link to the company's webshop, a brief description of the product assortment, and the address of its physical store in Vinica, Slovakia (AGRO VINICA, 2025).

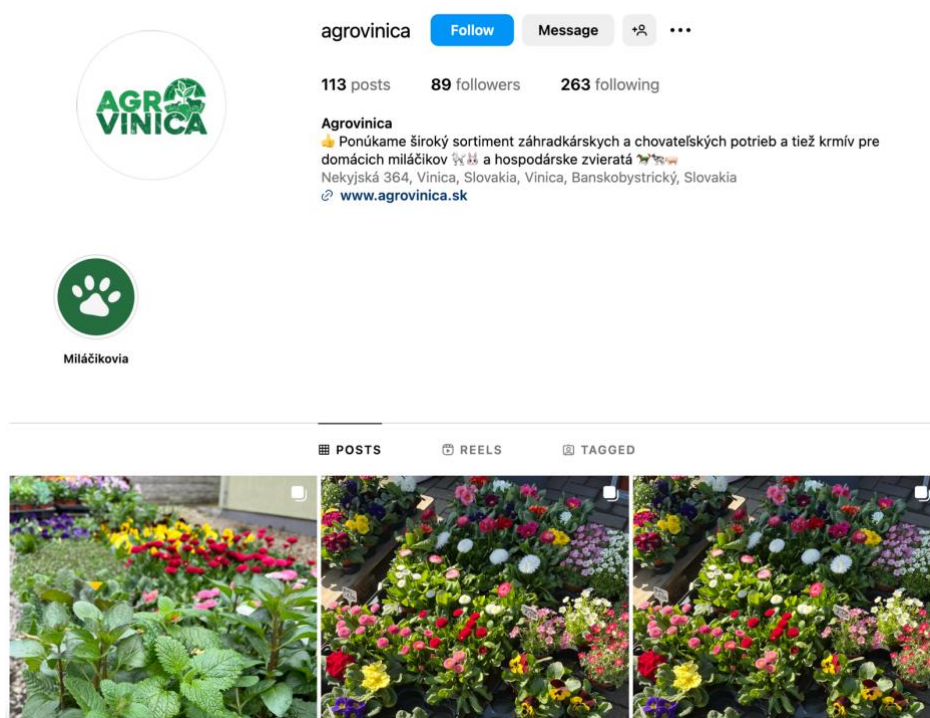


Figure 16: Instagram page of AGRO VINICA. (Source: <https://www.instagram.com/agrovinica/>).

5.4.2 Facebook

AGRO VINICA's Facebook page has 1.7K followers and is actively updated with promotional content, seasonal offers, and product announcements. The page primarily features posts related to gardening supplies, pet products, and in-store discounts, with a mix of text, images, and hashtags to enhance visibility. The company shares posts a few times per month, with occasional engagement-driven content such as promotions and sales campaigns.

The page includes key business details, such as contact information, store addresses, and website links, making it accessible for potential customers. However, interaction levels appear limited, with relatively few comments, shares, and likes on posts. While the company uses visuals effectively, the content strategy lacks structured engagement tactics, such as interactive posts, user-generated content, or community-driven discussions.



Figure 17: Facebook page of AGRO VINICA. (Source: <https://www.facebook.com/agrovinica>).

6 BENCHMARKING

Competitor benchmarking is an essential process in evaluating a company's digital presence in comparison to its industry peers. This analysis helps businesses understand their competitive positioning, identify potential areas for improvement, and develop strategies to enhance their online visibility and engagement (Chaffey & Chadwick, 2019). In alignment with the theoretical framework, this benchmarking analysis will assess AGRO VINICA's website and social media performance against key competitors, providing insights into its strengths and areas requiring optimization.

Based on insights from the qualitative interview, two primary competitors were identified: Agrona.sk and Lacnepostreky.sk. These businesses operate in a similar niche, offering agricultural and gardening products, and were highlighted as direct competitors due to their online presence and customer reach. In addition to these, Spokojnypes.sk and Jandeb.sk were also included in the analysis to provide a broader industry comparison. While these companies do not entirely overlap with AgroVinica's niche, they represent relevant e-commerce platforms within the Slovak market, allowing for a more comprehensive benchmarking evaluation.

To conduct this analysis, SimilarWeb data from the past three months (December 2024 – February 2025) has been used to compare key website performance metrics, including monthly visits, visit duration, pages per visit, bounce rate, and total page views. Additionally, a social media presence comparison has been conducted, identifying engagement levels and platform activity across competitors.

However, it is important to acknowledge the limitations of this research. The analysis is based on a period that does not align with the peak sales season for AgroVinica and its competitors. As noted in the interview with the company's manager, the highest engagement and sales occur during the spring and summer months, when demand for gardening and agricultural products is at its peak.

This seasonal factor impacts the interpretation of the data, as the recorded website traffic and engagement levels may be lower compared to busier months. While the current findings provide a useful benchmark for off-season performance, they do not fully capture the companies' digital activity and customer interactions during peak periods. A future assessment during the spring or summer would offer a more representative evaluation of market dynamics and digital competitiveness.

6.1 Agrona.sk

Agrona.sk is a Slovak company specializing in gardening and agricultural supplies, offering a diverse range of products for both amateur gardeners and professional farmers. Operating as both a retailer and wholesaler, the company has physical stores in Žilina and Prievidza, allowing it to serve a broad customer base. Its product assortment includes gardening tools, seeds, fertilizers, and agricultural equipment, making it a comprehensive resource for those in the industry. Agrona.sk maintains a presence on social media platforms such as Facebook and Instagram. Although the website includes a link to a YouTube channel, the channel is not actively developed and does not align with the Agrona.sk brand. The e-shop offers a newsletter subscription option but does not feature a blog.

6.2 Lacnepostreky.sk

Lacnepostreky.sk is a Slovak e-commerce platform specializing in agricultural and gardening protection products. It offers a broad selection of solutions for plant disease management, pest control, weed removal, and rodent prevention. Additionally, the store provides fertilizers, grass seeds, gardening tools, and pond maintenance products. Alongside its online store, the company operates a physical retail location in Trenčín, Slovakia. The website includes educational resources on plant care and pest management, serving both amateur and professional gardeners. It features a comprehensive catalog of plant diseases, which functions as an informational tool for users. The e-shop also integrates a chatbot, AI assistant Ivan, to assist visitors with inquiries. Lacnepostreky.sk maintains a presence on social media platforms, including YouTube, Instagram, and Facebook. However, its YouTube channel shows limited engagement, with only 117 followers and its latest video uploaded over a year ago. Additionally, the website offers a subscription-based weekly newsletter to keep customers informed about updates and promotions.

6.3 Spokojnypes.sk

Spokojnypes.sk is a Slovak e-commerce platform specializing in pet supplies, including pet food, accessories, and care products. While primarily catering to dog owners, it also offers products for other pets, establishing itself as a recognized and trusted brand in the pet care industry. The store benefits from high user engagement and a mobile-friendly shopping experience, contributing to its strong online presence. Although its main focus is pet-related products, it competes with Agro Vinica in the pet feed and accessories category, making it a

relevant competitor for attracting customers seeking high-quality pet supplies. The e-shop maintains an active presence on social media platforms, including YouTube, Instagram, and Facebook. Its YouTube channel has over 12,000 followers and features regular uploads several times a month. Additionally, the website includes a contact window with a quick email form, a newsletter subscription option, and a blog that provides informative content for pet owners.

6.4 Jandeb.sk

Jandeb.sk is a company specializing in feed and breeding supplies, including feeders, waterers, and accessories, with over 15 years of experience in the sale of zootechnical products. It is recognized for offering high-quality, technologically advanced solutions that blend rural traditions with modern innovations to meet customer needs. In addition to retail, the company is actively involved in wholesale operations, ensuring durable and efficient products for livestock management. Jandeb.sk has a limited presence on social media, maintaining only a Facebook account with a small following. The website does not mention a newsletter subscription option, and while it includes a blog, the last recorded activity dates back to 2021.

6.5 Web performance analysis

The benchmarking analysis provides key insights into the online performance of Agrovinica.sk compared to its competitors. Data from SimilarWeb covering the period from December 2024 to February 2025 indicates significant disparities in traffic volume, engagement levels, and digital marketing strategies across the analyzed e-commerce platforms.

Among the main competitors, Lacnepostreky.sk and Agrona.sk significantly outperform Agrovinica.sk in terms of traffic and online visibility. Lacnepostreky.sk leads with 51,345 monthly visits, followed by SpokojnyPes.sk (44,031 visits) and Agrona.sk (12,294 visits). In contrast, Agrovinica.sk ranks among the least visited platforms, with only 2,545 monthly visits, slightly above Jandeb.sk (2,456 visits). These figures indicate that Agrovinica.sk struggles with attracting visitors, limiting its ability to compete effectively in the online marketplace.

In terms of engagement, SpokojnyPes.sk demonstrates the strongest user interaction, boasting the highest pages per visit (5.32) and the longest average session duration (2

minutes and 10 seconds). This suggests a well-structured website with engaging content that keeps users browsing for longer. The platform's success can be attributed to its niche focus on pet supplies, which tend to generate high engagement due to the emotional connection people have with pets. Moreover, SpokojnyPes.sk maintains a strong content strategy and regular posting schedule on social media, particularly Facebook and Instagram, helping to drive traffic and sustain audience interest.

In contrast, Agrovinica.sk exhibits moderate engagement levels, with 2.34 pages per visit and a bounce rate of 49.23%. While these figures are not the lowest among competitors, they indicate opportunities for improvement in user retention and website content effectiveness. Notably, Lacnepostreky.sk, despite its high traffic, records a relatively low pages-per-visit rate (2.22), which suggests that while many users land on the site, fewer engage deeply with its content. This may indicate issues related to website usability, content relevance, or navigation difficulties.

Device distribution and traffic sources

The analysis of device distribution reveals that competitors rely heavily on mobile traffic, with Lacnepostreky.sk (81.4%) and SpokojnyPes.sk (80.1%) attracting the majority of their visitors via smartphones. This underscores the importance of mobile optimization in e-commerce. In contrast, Agrovinica.sk has a more balanced split between desktop (52.5%) and mobile (47.5%) users, suggesting that it may not be fully leveraging mobile accessibility to maximize audience reach.

Examining traffic sources, organic search emerges as the dominant driver for Lacnepostreky.sk and SpokojnyPes.sk, highlighting strong SEO strategies and content marketing efforts. Conversely, Agrovinica.sk exhibits low traffic across all channels, indicating a need to strengthen its SEO efforts, invest in paid advertising, and develop a more robust content marketing strategy. Additionally, direct traffic to Agrovinica.sk is substantially lower compared to its competitors, suggesting a lack of brand recognition or repeat visitors.

Social Media Presence

Social media engagement is another crucial differentiator. SpokojnyPes.sk maintains the most influential presence, particularly on Facebook (55,000 followers) and Instagram (34,700 followers), demonstrating a highly engaged audience and a well-executed content

strategy. The company's focus on regular, targeted content related to pet care, feeding, and product promotions has contributed to sustained audience interaction.

By contrast, Agrovinica.sk has a relatively weak social media presence, with only 1,700 Facebook followers and 89 Instagram followers. This suggests limited engagement and brand awareness, pointing to the need for a more active and strategic social media approach. The company could benefit from increasing posting frequency, using more engaging formats (such as video content and user-generated content), and collaborating with influencers or industry experts to enhance visibility.

Table 4: Competitor Comparison Based on SimilarWeb Data. Data as of December 2024 – February 2025 (*Own research*)

Metrics	Agrovinica.sk	Lacnepostreky.sk	Agrona.sk	SpokojnyPes.sk	Jandeb.sk
Monthly visits	2545	51345	12294	44031	2456
Pages per visit	2.34	2.22	4.46	5.32	1.57
Visit duration	00:01:11	00:01:34	00:01:42	00:02:10	00:00:31
Bounce rate	49.23%	35.78%	61.26%	21.96%	73.84%
Total page views	5947	113939	57240	234043	3855
Desktop traffic	52.5%	18.6%	33.9%	19.9%	37.8%
Mobile traffic	47.5%	81.4%	66.1%	80.1%	62.2%
Facebook followers	1700	4300	3100	55000	66

Instagram followers	89	565	15800	34700	N/A
Blog content	Yes	Yes	No	Yes	Yes
Newsletter	Yes	Yes	Yes	Yes	N/A

To bridge the performance gap, Agrovínica.sk should prioritize SEO optimization, improve content marketing, enhance mobile experience, and expand its social media strategy. Additionally, aligning marketing efforts with seasonal demand and integrating more engaging, user-friendly website features could help increase visitor retention and conversions. The insights gained from this benchmarking analysis provide a foundation for refining Agrovínica.sk's digital strategy and strengthening its competitive position in the online marketplace.

7 QUANTITATIVE QUESTIONNAIRE

As part of the analytical part of this thesis, a quantitative questionnaire was conducted to collect primary data on consumer satisfaction, shopping behavior, and engagement with the AGRO VINICA'S digital channels. The questionnaire was created using Google Forms and distributed digitally via AGRO VINICA's customer mailing list. The survey was open from 15 March to 28 March 2025, and a total of 110 valid responses were obtained.

The questionnaire was designed to be self-administered, allowing participants to complete it independently and anonymously. This method was selected due to its accessibility, efficiency, and ability to reach a wide audience quickly and at low cost. Respondents were incentivised to participate through the offer of a 10% discount code upon completion of the survey. The questionnaire was distributed in the Slovak language, as the target group primarily consisted of domestic customers.

In total, the questionnaire consisted of 36 questions, divided into several thematic sections. The main part of the questionnaire focused on customers' online shopping habits, their evaluation of the AGRO VINICA e-shop, perceptions of social media and email communication, and overall satisfaction with the brand's digital marketing strategy. This was followed by identification questions aimed at gathering demographic and behavioural data. Some questions were designed as filtering questions using logic branching, meaning that only the questions relevant to a respondent's previous answers were displayed. This approach was intended to streamline the user experience, reduce respondent fatigue, and increase the reliability of the results. For instance, respondents who had not interacted with AGRO VINICA's social media channels were not asked follow-up questions about their experiences with the brand's social media.

A minor limitation in the questionnaire was a typographical duplication in question 20, where two similar answer options were listed: "Nemám záujem o obsah, ktorý zverejňujú." and "Nezaujíma ma obsah, ktorý zverejňujú" (both translating to "I am not interested in the content they publish"). Nevertheless, responses to both options were included in the final analysis and interpreted collectively to avoid misrepresentation or distortion of the results.

The findings of the questionnaire offer valuable insights into customer perceptions and behaviours, contributing directly to the SWOT analysis and the final strategic recommendations presented in this thesis. The full questionnaire, including graphical representations of the responses, is provided in the appendix

7.1 User experience and website navigation

One of the first questions addressed how much influence website navigation had on purchasing decisions. According to the findings, 40% of respondents said that bad navigation would lead them to leave the site without making a purchase, while 34.5% said it would make them reconsider their decision. Only 20 % said it had little effect, and a mere 5.5% claimed navigation had no impact. This implies that most customers are quite sensitive to the website's usability, highlighting the significance of improving the user experience on AGRO VINICA's online store. These results support the previous internal audit and show that UX problems might affect conversion funnel performance and bounce rate.



Figure 18: How much influence does the simplicity of website navigation have on your purchasing decision? (*Own research, 2025*)

7.2 Social media engagement

In question 2, respondents were asked which social media platforms they use most frequently. Facebook was chosen by 66.1% of respondents as their most popular social media network, followed by YouTube (44%), WhatsApp (38.5%), and Instagram (22.9%). This distribution implies that Facebook is the most popular platform among AGRO VINICA's customers, and hence should continue to be the main source of communication. YouTube and Instagram nevertheless present strategic prospects despite their reduced overall consumption, particularly in light of the brand's desire to diversify into formats for visual and instructional content.

Follow-up question 3 explored how users interact with e-shops on social media. A greater percentage of respondents (56%) said they only rarely engage with e-shops, compared to 26.6% who follow them regularly. Just 17.4% of respondents said they never interact with online retailers on social media. This suggests that, while some customers may

not continuously follow brand content, the majority are open to occasional exposure, creating a chance to boost engagement through more relevant or personalized content.

7.3 Preferred social media content

Question 4 explored the types of content respondents prefer to see from e-shops. Discounts and promotions emerged as the most preferred category (66.1%), followed by product announcements (51.4%), customer reviews and experiences (48.6%), and tips or tutorials (44%). These findings underscore the importance of informative and value-oriented content. They also align with the qualitative insights from the interview, where the manager highlighted the effectiveness of promotional email campaigns.

7.4 The role of customer reviews

In the following question 5, respondents were asked to assess the extent to which customer reviews influence their decisions when shopping online. The results indicate that customer feedback plays a considerable role in the decision-making process for a majority of respondents. Specifically, 52.3% of participants stated that reviews are somewhat important, noting that they help guide their choices, although they do not rely on them exclusively. An additional 29.4% considered reviews to be very important, indicating a clear preference for reading them prior to purchasing. Meanwhile, 9.2% described them as essential, claiming they always consult reviews before completing a purchase.

In contrast, only a small proportion of respondents reported minimal reliance on reviews: 6.4% indicated that customer reviews have no influence on their purchasing decisions, and 2.8% stated that they never read reviews at all.

These findings suggest that customer-generated content is a significant factor in shaping purchasing behaviour on e-commerce platforms. This insight reinforces the importance of maintaining a positive online reputation and encouraging satisfied customers to leave feedback.

7.5 Product category preferences

In question 6, respondents were asked how they prefer to shop for different product categories relevant to AGRO VINICA's assortment. Within the category of pet supplies, online shopping emerged as the most preferred option (50 responses), followed by respondents who had never purchased in this category (24). Offline shopping was selected

by 23 respondents, while 20 indicated that they prefer shopping online for convenience but rely on brick-and-mortar stores for broader product selection. These findings suggest that pet-related products are well-suited for e-commerce, demonstrating relatively strong digital engagement, although a segment of the potential customer base remains unexplored.

Gardening products showed the highest overall preference for digital purchasing channels. A total of 59 respondents reported purchasing gardening products online, with an additional 46 selecting the hybrid option of online shopping for convenience and offline shopping for greater variety. Only 10 respondents expressed a preference for offline purchasing, and just 3 indicated they had never bought products from this category. These results confirm that gardening products hold the greatest potential for further development through online promotion and product expansion, in line with AGRO VINICA's current strategic focus and seasonal sales trends.

Farming supplies revealed more diverse customer behavior. A notable number of respondents (37) stated they had never purchased from this category, while 33 preferred online shopping, 25 selected the hybrid option, and 22 indicated a preference for offline shopping. This distribution reflects a more specialized demand that may require targeted education, awareness-building, or incentive-driven campaigns to engage and convert prospective buyers.

Winemaking products demonstrated the lowest level of engagement. Almost half of the respondents (46) had never purchased such products, while 29 preferred online shopping, 26 selected the mixed option, and 13 chose offline channels. These results imply that winemaking supplies currently appeal to a narrower audience and may benefit from improved visibility, clearer product positioning, or niche marketing approaches to generate interest and drive demand.

7.6 Barriers to online shopping

In question 7, respondents were asked to evaluate how strongly specific factors discourage them from shopping online, using a 5-point Likert scale, where 1 indicated "not a problem at all" and 5 indicated "a major problem." The most frequently identified barrier was "shipping fees and other charges," which received the highest number of level-5 responses (36), indicating notable price sensitivity among customers. In contrast, some factors were widely considered minor or irrelevant. For example, "long delivery time" and "lack of personal contact or customer service" received the most level-1 responses (40 and 44

respectively), suggesting that many respondents do not perceive these aspects as significant obstacles to online shopping.

7.7 Customer experience

In question 10, respondents were asked which product categories they had previously purchased from AGRO VINICA. The majority (77.7%, 80 respondents) indicated gardening supplies, which corresponds with the company's core product offering. Pet supplies were selected by 24.3% (25 respondents), followed by winemaking and preservation items at 11.7% (12 respondents), and farming supplies at 6.8% (7 respondents). These findings confirm that gardening remains the most established and frequently purchased category, while also suggesting potential for growth in the pet, farming, and winemaking segments.

In question 11, customers rated their overall satisfaction with their shopping experience at AGRO VINICA. The average rating was 4.21 out of 5, indicating a generally positive experience. A majority of 56.3% (58 respondents) rated their experience with the highest score of 5, and another 27.2% (28 respondents) gave it a 4. Only 7.8% (8 respondents) gave the lowest score of 1, with minimal ratings at levels 2 (2.9%) and 3 (5.8%). These results reflect strong customer satisfaction and suggest a loyal customer base that may be leveraged further through retention campaigns and brand advocacy.

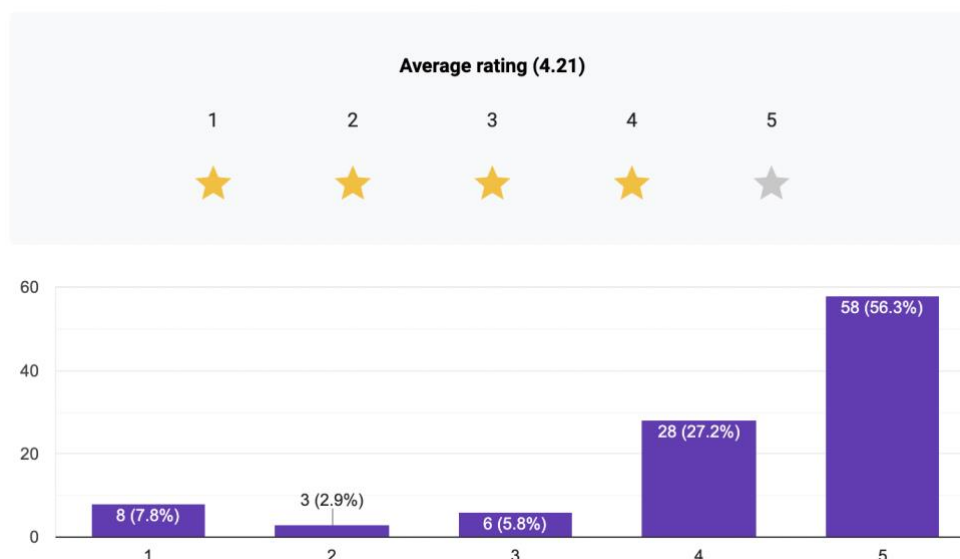


Figure 19: How would you rate your overall shopping experience with AGRO VINICA?
(Own research, 2025)

In question 12, respondents were asked how they first learned about AGRO VINICA. A significant majority (85.7%) indicated that they discovered the brand through an internet

search engine, such as Google. This finding reinforces the effectiveness of the company's SEO and Google Ads strategies, which have already been highlighted in previous internal data and interviews as high-performing channels for customer acquisition.

Only a smaller portion of respondents reported learning about the brand via social media platforms (approximately 10%), while even fewer cited word-of-mouth recommendations, past in-store purchases, or an inability to recall the source. These results suggest that AGRO VINICA's visibility is heavily dependent on search engine marketing, highlighting the need to diversify awareness-building efforts through content marketing, organic social media growth, and community engagement to enhance long-term brand recognition and reduce over-reliance on paid traffic sources.

7.8 Social media experience

Question 13 asked respondents whether they follow AGRO VINICA on social media. The majority (68.6%) stated that they do not follow the company on any platform. Only 28.6% reported following AGRO VINICA on Facebook, while a small minority indicated they follow the brand on both Facebook and Instagram or Instagram alone. These findings indicate a relatively low level of direct engagement, highlighting a potential opportunity to enhance the company's social media visibility and outreach.

Based on responses, follow-up questions were filtered to explore user experience with specific platforms. question 14 focused on perceptions of AGRO VINICA's Facebook content. Out of 30 respondents, 50% reported that they really liked the content, finding it interesting and useful. Another 40% felt the content was acceptable but could be improved, while 10% said they were not interested at all. Although the feedback is generally positive, the limited number of responses suggests that the content is not reaching a wider audience. In terms of content interaction frequency, 33% (10 respondents) engage with AGRO VINICA's Facebook content weekly, followed by 26.7% (8 respondents) who engage monthly, and an equal 26.7% who do so rarely.

Question 20 dealt with identifying the reasons why respondents do not follow AGRO VINICA on social media. The majority (55 %) stated that they were not aware the company had social media profiles, which suggests a visibility issue. Many customers might be willing to follow and engage with the brand if they were informed about its presence.

During the data analysis, a minor typographical error in the questionnaire was identified, as mentioned earlier. Two nearly identical answer options were included:

- “Nemám záujem o obsah, ktorý zverejňujú”
- “Nezaujíma ma obsah, ktorý zverejňujú”

Both options convey the same message: “I am not interested in the content they publish”. As a result, responses were split between the two. When combined, they account for 12.2% of the total responses. Although this is a smaller segment, it still provides valuable insight, indicating that a portion of the audience finds the current social media content unappealing. This suggests a clear opportunity for improvement, which can be addressed by adjusting the content strategy - whether through more engaging visuals, informative posts, interactive formats, or content that is more relevant to customers’ interests. In this way, AGRO VINICA may be able to increase interest and engagement on social media platforms, enhance brand awareness, and build greater consumer trust.

Additionally, around 31 % of respondents reported that they do not use social media frequently. This highlights that certain segments of the target audience may not be effectively reachable through these channels. Overall, the findings do not indicate dissatisfaction, but rather a lack of awareness and an opportunity to improve online engagement through more strategic communication efforts.

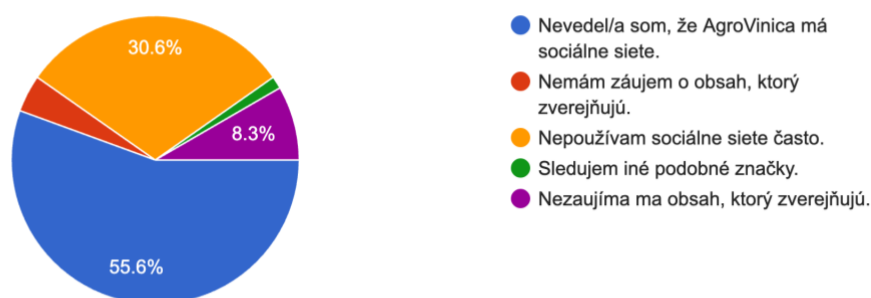


Figure 20: Why don't you follow AGRO VINICA on social networks? (*Own research, 2025*)

7.9 Customer communication preferences

Question 21 explored customers’ preferred channels for receiving updates from AGRO VINICA. The most frequently selected option was the homepage of the website, chosen by 44.8% of respondents (47), followed closely by email newsletters at 39% (41 respondents).

Social media platforms, such as Facebook and Instagram, were preferred by 36.2% (38 respondents). Only 1% of participants stated they had no particular preference. These findings align well with AGRO VINICA's current communication approach, which already emphasises email campaigns and updates posted on the homepage. The continued use of these established channels appears appropriate, although social media can still serve as a valuable complementary tool.

Question 22 addressed the preferred method of contacting customer support. A strong majority (68.3%, 71 respondents) indicated a preference for email communication, followed by telephone support (23.1%, 24 respondents). This supports insights from the interview, which noted that many of AGRO VINICA's customers—particularly older ones—tend to favour phone-based contact. Live chat was chosen by only 6.7% (7 respondents), and social media messaging was the least preferred channel. These results suggest that customers value more formal and direct methods of communication. Therefore, AGRO VINICA should continue prioritising email and phone support, while potentially exploring ways to introduce or promote live chat to accommodate broader customer needs in the future.

7.10 Preferred types of digital content

Question 23 focused on the types of content that customers find most appealing from AGRO VINICA. The most popular choice was “Discounts and sales,” selected by 68.2% of respondents (72 votes). This aligns with insights from the interview, where the manager highlighted that discount-focused email newsletters perform best and that customers are highly price-sensitive—making this a well-suited strategy for the current audience.

Educational content came in second with 35.5% (38 respondents), suggesting that informative posts, such as guides or tips, have strong potential for increasing customer engagement. Closely following was seasonal content (e.g., fertiliser tips for spring) with 34% (37 respondents), indicating interest in timely and relevant advice. Content related to price comparisons and special offers (25.2%, 27 votes) as well as best-selling or recommended products (25.2%, 27 votes) also showed some appeal, though slightly less than the top-performing options. The least preferred content types were recommendations for BIO and organic products and contests or giveaways—both receiving only 11.2% (12 votes each), suggesting these formats are less compelling to AGRO VINICA's current customer base.

7.11 E-shop experience evaluation

In question 24, respondents were asked to assess their overall experience with the AGRO VINICA e-shop across various aspects using a 5-point Likert scale (1 = excellent, 5 = very poor). The evaluated categories included:

- Ease of navigation
- Product assortment
- Delivery conditions
- Payment methods
- Visual appearance and design of the e-shop
- Clarity of terms and policies
- Discounts and promotions
- Response time of customer service
- Ease of completing an order
- Availability of detailed product descriptions
- Quality and clarity of product images

Across nearly all aspects, the most frequent rating was 1 – excellent, showing that a significant portion of customers are highly satisfied with their online shopping experience at AGRO VINICA. Particularly strong ratings were observed for navigation ease (62), product delivery (65), ease of completing an order (66) and payment methods (71). The second most common rating was 2, indicating that some customers see small areas for improvement but still maintain a generally positive perception.

Very few respondents selected lower scores (4 or 5), suggesting that major usability or trust issues are not widespread. These results reinforce the idea that AGRO VINICA has built a reliable and user-friendly online store experience. However, consistent monitoring of feedback—especially in areas such as clarity of visuals and detailed descriptions—can further enhance satisfaction.

7.12 Device preferences for shopping

In question 25, respondents were asked which device they primarily use when shopping on the AGRO VINICA website. Out of 107 responses, the majority (46 respondents, 43%) said they shop using a computer, followed by 40 respondents (37.4%) who use a mobile phone, and 21 respondents (19.6%) who use both devices.

This shows that while desktop remains the most common shopping platform, a significant portion of customers already prefer or rely on mobile devices. The combined 61 users who shop via phone or both devices highlight the importance of maintaining a responsive mobile experience. These insights suggest that both desktop and mobile optimisation should be prioritised, ensuring a smooth and consistent user journey regardless of the platform.

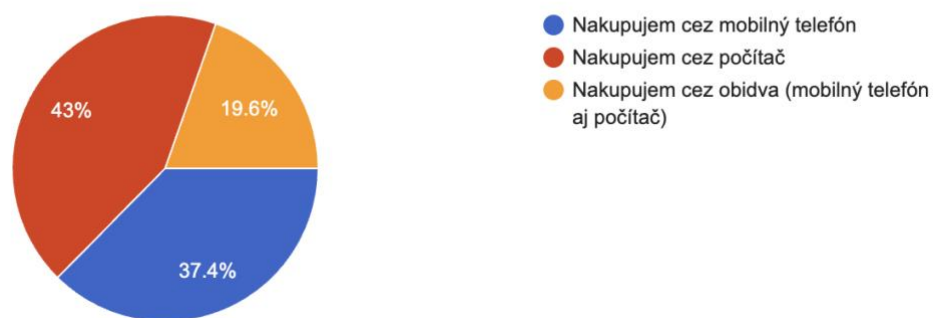


Figure 21: How do you primarily shop on AGRO VINICA? (*Own research, 2025*)

7.13 Website visit frequency

In question 26, respondents were asked how often they visit AGRO VINICA's website or online store. Out of 107 participants, the majority (76 respondents, 71%) indicated they visit the site occasionally—several times a year. Another 17 respondents (15.9%) reported visiting frequently, such as several times a month, while 11 respondents (10.3%) stated they had only visited once. Only 3 respondents (2.8%) said they visit regularly, defined as once a week or more, and none indicated that they had never visited the website.

These findings suggest that although AGRO VINICA's website is familiar to customers, it is not yet a part of their regular online habits. The high proportion of occasional visitors highlights an opportunity to improve continuous engagement. Introducing more dynamic content, seasonal promotions, or regular updates could help encourage repeat visits and build stronger long-term customer loyalty.

7.14 Newsletter content preferences

In question 27, respondents were asked what type of newsletter content they would be most interested in receiving from AGRO VINICA. The responses reveal a diverse range of preferences, with the majority showing a strong interest in promotional and informative content. The most selected option was “discount alerts and promotional updates”, chosen by 24.3% (26 respondents), indicating that timely information about special offers and discounts remains a key motivator for email engagement. Close behind were exclusive promo codes (e.g. free shipping, personal discounts), which attracted 23.4% (25 respondents). These responses highlight that price-related benefits are among the top priorities for customers, consistent with previous findings on price sensitivity. Blog articles and tips—including gardening advice and seasonal how-to guides—were also popular, selected by 17.8% (19 respondents). This suggests a solid interest in value-added educational content that goes beyond sales messaging. New product announcements drew 14% (15 respondents), showing some curiosity in keeping up with AGRO VINICA’s evolving assortment.

On the other hand, contests and giveaways received lower interest, with only 8.4% (9 respondents) choosing this option. Additionally, 12.1% (13 respondents) stated they were not interested in receiving newsletters at all, which may reflect email fatigue or a segment of the audience that prefers alternative communication channels.

These results suggest that AGRO VINICA should prioritise newsletters focused on sales promotions, exclusive offers, and educational tips. A segmented email strategy could also be effective—allowing subscribers to choose the type of content they’re most interested in.

7.15 Newsletter frequency preferences

In question 28, respondents were asked how often they would prefer to receive newsletters from AGRO VINICA. The majority (55.1%, 59 respondents) stated that they would like to receive newsletters only in the case of special offers, indicating a strong preference for relevant and timely communication. A smaller portion (30.8%, 33 respondents) expressed interest in receiving monthly updates, while only 14% (15 respondents) were open to weekly newsletters.

These results suggest that most customers prefer occasional but meaningful contact, rather than frequent messaging. This aligns with earlier insights about price sensitivity and interest in promotional content. For AGRO VINICA, this means focusing on value-driven newsletters during key promotional periods, while maintaining an option for more regular updates for those who wish to stay more closely connected. Providing frequency options during signup could also improve user satisfaction and reduce the risk of unsubscribes.

7.16 Competing online stores

In question 29, which was open-ended, respondents were asked to name other online stores they use to purchase similar products to those offered by AGRO VINICA, including pet feed, gardening supplies, winemaking equipment, and farming products. A total of 66 responses were collected, offering valuable insight into customer habits and perceived competitors.

A notable portion of respondents (e.g. “None,” “No other,” “Rarely,” or “I don’t use”) indicated that they either do not shop elsewhere or only do so occasionally. This suggests that many AGRO VINICA customers are relatively loyal or less active in online shopping for these product categories, presenting an opportunity to further strengthen brand engagement and retention.

Among those who did mention other platforms, several recurring names stood out. Zoohit was the most frequently cited competitor, followed by SuperZoo, ABC Zoo, and other pet supply e-shops. In the gardening and agricultural category, stores such as Plantex, Osiva-Semena.sk, Farmamix, Záhradkár.sk, and Lacnepostreky.sk were mentioned. Broader e-commerce platforms like Allegro, Alza, Obi, Hornbach, and Mountfield were also listed as occasional alternatives. A few respondents referred to local suppliers (“in our village”) or indicated that they browse online and choose based on availability or price (“depends on the offer,” “I search and buy what I need,” “I don’t remember the name”).

These findings indicate that while AGRO VINICA does face competition from both specialised and generalist retailers, a significant portion of its customers are not yet firmly attached to other brands. This creates room for improving product visibility, price competitiveness, and searchability—especially through enhanced content marketing and strategic SEO—to retain existing customers and attract new ones.

7.17 Recommendation of AGRO VINICA

In question 30, respondents were asked whether they would recommend AGRO VINICA to others and to explain their reasoning. Out of 88 open-ended responses, the vast majority (around 90%) expressed a positive willingness to recommend the brand. Most answers were short affirmations such as “Yes” or “*Definitely yes*”, while others elaborated further on their positive experiences. Only a small minority (approximately 6–7 respondents) provided negative or neutral feedback, including “No” or “*Maybe, if there’s a good deal*”.

The reasons for recommending AGRO VINICA fell into several consistent themes. Favourable pricing was the most frequently cited benefit. Respondents mentioned “*good prices*”, “*lower than in brick-and-mortar stores*”, and “*discounted shipping*”, which supports earlier survey findings that AGRO VINICA’s customer base is highly price-sensitive. Wide product assortment was also highlighted. Customers appreciated the availability of “*a large selection of goods*”, “*specialised gardening products*”, and “*rare or hard-to-find varieties*”. Several noted that they found items at AGRO VINICA that were unavailable elsewhere.

A positive shopping experience and customer service stood out as a key trust-building factor. One detailed response stated: “*I was very pleasantly surprised by a phone call from the staff informing me in advance about an out-of-stock item. They also resolved a product exchange quickly. It’s great that you care about your customers*”. General satisfaction and loyalty were also commonly expressed. Phrases such as “*I was satisfied*” and “*everything was handled well*” indicate a strong emotional connection to the brand.

These findings suggest that AGRO VINICA enjoys a high level of customer satisfaction, with many users willing to recommend the brand based on personal experience. The combination of affordable pricing, a well-curated assortment, and responsive service contributes to this positive perception. Nevertheless, a small segment remains neutral or unconvinced, highlighting the importance of reinforcing brand value and improving differentiation to convert hesitant users into promoters.

7.18 Respondent demographics

The final part of the questionnaire focused on demographic information from 110 respondents, offering insight into AGRO VINICA’s customer base.

Gender

The gender distribution was almost evenly split, with 50.9% identifying as male and 49.1% as female. This balance aligns with AGRO VINICA's Google Analytics data, where both male and female users engage similarly with the website. This confirms that the sample is representative in terms of gender and does not indicate any significant gender bias in brand interest. This should be taken into account when creating content or promotional materials to ensure they appeal to both groups equally.

Age distribution

In terms of age, the respondent base was relatively well-distributed across generations, with slightly higher representation in older age groups. The most represented group was 55–64 years old (26.8%), followed closely by the 45–54 segment (24.1%). Younger seniors (65+) also made up a notable portion at 22.3%. The 35–44 age group accounted for 17.9%, while younger respondents aged 25–34 represented a small share. The 18–24 group had very minimal representation, and a few respondents chose not to disclose their age.

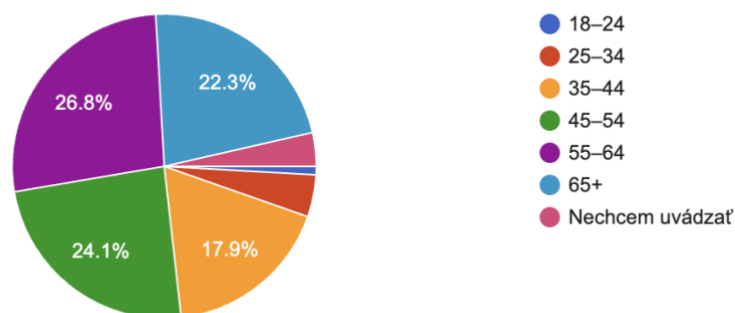


Figure 22: What is your age group? (*Own research, 2025*)

These results suggest that AGRO VINICA appeals predominantly to middle-aged and older adults. This aligns with the brand's product categories, such as gardening, winemaking, and farming supplies, which tend to attract more mature consumers. The age profile may also explain preferences observed earlier in the survey for traditional customer service channels (e.g. email and telephone) and a generally cautious approach to digital engagement (e.g. infrequent site visits or preference for newsletters only during special offers).

Given this age distribution, it may be beneficial to focus communication and user experience design on clarity, practicality, and reliability, while also exploring ways to gently introduce newer formats (e.g. educational videos) that could resonate with these audiences.

Education

In terms of educational background, 50.9% of respondents reported having completed secondary education, while 31.3% held a master's degree or higher. An additional 5.4% had a bachelor's degree, 3.6% reported holding an engineering title (Ing.), 3% had completed only elementary education, and 5.4% chose not to answer. This distribution suggests a relatively diverse customer base in terms of academic attainment. The notable share of respondents with higher education may indicate a greater openness to more specialised or in-depth content—such as expert guides, educational articles, or detailed product information—particularly in niche segments like winemaking or advanced gardening.

Monthly income

Income data reveals that 33% of respondents chose not to disclose their earnings. Among those who did, the largest group (32.1%) reported monthly earnings between €500 and €1,000, followed by 20.5% earning between €1,000 and €1,500. Smaller groups reported earning less than €500 (7.1%), between €1,500–€2,000 (2.7%), or more than €2,000 (4.5%). These findings support earlier observations regarding price sensitivity, suggesting that many AGRO VINICA customers are likely to be responsive to discounts, loyalty schemes, or clear value-based messaging. Additionally, the relatively low percentage of high-income respondents indicates that premium or luxury product positioning may not resonate as strongly with the current audience, and affordability will likely remain a key decision-making factor.

Area of residence

A notable 70.5% of respondents live in rural areas, with only 29.5% residing in urban settings. However, Google Analytics shows that the highest website traffic comes from Bratislava, Slovakia's capital. This discrepancy may be due to differences between browsing and purchasing behaviours—urban users may explore the site more frequently, while rural respondents make up the core of active buyers. Alternatively, it may suggest that rural customers are more motivated to respond to surveys due to their greater product interest or satisfaction levels.

Country of residence

All respondents indicated they live in Slovakia, which is consistent with AGRO VINICA's domestic market focus and Slovak-language platform.

8 QUALITATIVE ANALYSIS OF INTERVIEW

This analysis employs qualitative content analysis (Erlingsson & Brysiewicz, 2017) to systematically structure insights derived from a semi-structured interview with Attila Kelemen, the Managing Director of AGRO VINICA. The method follows a thematic coding approach, categorizing emerging themes and sub-themes. Direct quotations from the interview are incorporated to substantiate each thematic insight, ensuring alignment with the research objectives related to AGRO VINICA's digital marketing communication, e-commerce performance, consumer behavior, challenges, competition, and future growth strategies.

8.1 Factors influencing consumer behavior

Insights from the interview highlight price sensitivity as a key factor influencing purchasing decisions, particularly in Slovakia, where disposable income levels remain relatively low. As noted by the interviewee, *"In physical stores, we aim to offer low-priced products because most customers in our location can only afford budget-friendly options"*. Nevertheless, AGRO VINICA also caters to niche consumers seeking organic fertilizers and rare seed varieties, which provides a competitive advantage through product differentiation. This trend in consumer behavior was further emphasized: "Customers today have access to an abundance of information about their hobbies, which enables them to make very specific purchasing decisions."

For online shopping, competitive pricing, rather than simply offering the lowest prices, plays a decisive role in purchasing decisions. *"Online customers often compare prices across multiple retailers before making a decision"*, the interviewee noted. Visibility is another critical factor, particularly in digital sales, where customers are more likely to purchase from retailers appearing at the top of search engine results.

Seasonality plays a significant role in shaping consumer demand at AGRO VINICA. The interviewee stated, *"Website traffic in February is often just one-sixth or one-eighth of the traffic in March"*, highlighting the sharp increase in sales during spring. The peak sales period occurs between February and March, driven by high demand for seeds, substrates, and gardening chemicals. In September, purchasing patterns shift toward harvesting-related products, while the Black Friday period in November encourages bulk buying as customers anticipate price increases. December benefits from holiday-driven spending, but demand declines significantly in January and February, making revenue consistency a challenge.

While the company has managed to stabilize seasonality fluctuations in its physical stores, e-commerce operations continue to face challenges in maintaining steady sales throughout the year.

Customer service and personalization also play a crucial role in shaping consumer behavior. Many customers prefer direct interaction before making a purchase, often seeking product recommendations via phone or email. Additionally, the interviewee noted that older generations often prefer to place orders over the phone rather than using the online platform, highlighting the continued importance of direct communication in the purchasing process. This observation aligns with broader consumer behaviour trends identified in the literature. As Bartosik-Purgat and Filimon (2022) note, despite the growing reliance on digital tools, many consumers still value traditional interactions, particularly when purchasing complex or unfamiliar products. Generational differences further influence these preferences, with younger consumers more inclined toward digital self-service options, while older consumers often seek reassurance through direct communication.

The interviewee also identified notable shifts in consumer behavior, particularly as a consequence of the COVID-19 pandemic. *"Yes, there have been significant changes, particularly in the post-COVID era, which I consider entirely different from the pre-COVID market"*. This aligns with findings from Bartosik-Purgat and Filimon (2022), who emphasize that the pandemic accelerated digital transformation and reshaped consumer habits, leading to a lasting shift toward online shopping.

Another observation aligns with broader industry trends: *"Physical stores are closing at an increasing rate, while online sales are projected to grow by approximately 7% per year over the next five years in the online gardening retail market"*. This statement supports findings from the theoretical framework of the study, which referenced Statista (2024) projections indicating that e-commerce revenue in the Slovak market is expected to grow at a compound annual growth rate (CAGR) of 7.96%. Additionally, the interviewee noted a decline in customer loyalty: *"Purchasing decisions are less influenced by previous shopping experiences and more by factors such as convenience, pricing, and specific product availability"*.

8.2 Customer feedback and reputation management

AGRO VINICA actively collects customer feedback through multiple channels to assess customer satisfaction and identify areas for improvement. For online sales, review

cards are included in package deliveries to encourage customers to share their experiences. Additionally, customer reviews are automatically collected through Heureka.sk, a widely used e-commerce rating platform in Slovakia. *“The company receives predominantly positive ratings (5-star reviews), with common compliments on quick delivery, easy payment, and great service”*. However, negative reviews, though rare, typically stem from human errors such as delayed orders, stock discrepancies, or refund processing issues.

In physical stores, feedback is gathered informally through direct interactions, as many customers personally know the employees. *“For brick-and-mortar stores, feedback is typically received verbally due to the rural setting of the shops”*. This verbal feedback provides valuable insights into customer preferences and service experiences, allowing the company to make necessary adjustments.

8.3 Product Categories and target audience

AGRO VINICA specializes in consumable goods for gardening, pet care, and small-scale farming, offering a mix of widely used and niche products. *“In the gardening segment, we primarily offer fertilizers, plant protection chemicals, substrates, and seeds. Recently, we have also introduced live plants to our product range”*. The pet care category includes essential consumables such as *“dog and cat food, bird feed, pet shampoos, and toys”*. Additionally, AGRO VINICA supplies winemaking essentials and animal feed for poultry and pigs, catering to small-scale farmers and vineyard owners.

The company’s target audience is diverse, including both general consumers and those with specific product needs. *“Our target audience includes anyone engaged in these activities, regardless of age, social status, or gender”*. While AGRO VINICA provides widely used products that appeal to a broad customer base, it also offers niche items such as organic fertilizers and rare seed varieties, differentiating itself from competitors through product exclusivity.

8.4 Competition

According to the interviewee, AGRO VINICA competes with vertically integrated retailers that manage purchasing, storage, and delivery operations internally. The two largest competitors in the market are Agrona.sk and Lacnepostreky.sk, both of which leverage economies of scale to offer lower prices and allocate greater resources to marketing efforts.

An indirect competitor in terms of product selection is Mall.sk, which operates as an intermediary rather than a direct retailer. "If we look solely at product offerings, Mall.sk is the largest competitor", the interviewee noted.

In the brick-and-mortar retail segment, AGRO VINICA primarily competes with small, independent stores within a 30-kilometer radius. The interviewee observed that these competitors typically have significantly higher prices due to their limited scale and purchasing power. Fortunately, AGRO VINICA does not face direct competition from large retail chains in its rural location, reducing its vulnerability to price wars with major supermarket chains.

The interviewee noted that competitors have key advantages, including better economies of scale: *"Our competitors benefit from better economies of scale, which allows them to invest more in marketing and digital strategies"*. Additionally, their larger budgets enable more experimentation and investment in marketing: *"While larger competitors can afford trial-and-error approaches, testing different campaigns without significant financial risk, we have no room for ineffective attempts and must focus on high-return strategies from the outset"*.

Regarding differentiation strategies, AGRO VINICA sets itself apart by offering exclusive imported products from Hungary, Lithuania, and Poland. *"Customers looking for specific or unique items can only find them in our store"*. At the same time, the company collaborates with well-established Slovak suppliers, such as N&D for pet food and Flora Service for garden chemicals, ensuring that its offerings align with local customer preferences. Additionally, the company leverages effective PPC advertising while acknowledging weaknesses in social media presence. *"Our biggest strength is high efficiency in PPC advertising, where we achieve a better return on investment than many competitors"*.

8.5 Digital marketing strategies

AGRO VINICA's primary communication and sales channels are its website and email marketing, with a strong reliance on Google Ads and SEO to drive online sales. *"Approximately 70% of new customers come through Google Ads, where we promote our products in paid search results"*, the interviewee stated. Organic keyword searches also play a role, accounting for 20% of customer acquisition, while the remaining 10% is attributed to other sources, including Facebook and word-of-mouth referrals. This observation aligns with

findings from a website audit analysis, which confirmed that AGRO VINICA primarily acquires traffic from cross-network sources, particularly Google Ads, generating 74,278 sessions between March and August 2024, followed by organic search (SEO) with 25,268 sessions during the same period.

In addition to customer acquisition efforts, AGRO VINICA employs remarketing as a key retention strategy. *“Remarketing through PPC campaigns is where most of our marketing budget goes”*, the interviewee explained. When a customer searches for a specific product and visits the company’s website, targeted ads are displayed across various platforms, including YouTube and other websites, to keep the brand visible and encourage return visits.

Although AGRO VINICA does not follow a structured schedule for retention marketing, such as monthly campaigns or newsletters, email promotions play a crucial role in engaging existing customers. *“We do have a certain level of regularity when it comes to emails and ads, but we don’t follow a fixed schedule. Instead, we focus more on performance—meaning, if we see that Return on Ad Spend (ROAS) is decreasing, we take that as a signal to adjust our efforts”*. This flexible and data-driven approach to retention marketing allows the company to allocate resources efficiently, optimizing results based on campaign performance rather than adhering to a rigid structure.

8.5.1 Social media strategy

Social media marketing is not a core component of AGRO VINICA’s digital strategy. While the company maintains an Instagram account, it is not actively utilized. Facebook serves a minor role, primarily driving foot traffic to physical stores rather than generating online sales. *“We post updates about new arrivals, share product photos, and use Facebook’s geographic targeting features to attract local customers”*, the interviewee explained. However, paid social media advertising has yielded limited success: *“I have occasionally promoted individual posts, but engagement and overall results have been mediocre”*.

Despite limited social media efforts, email marketing has proven highly effective. *“With an email list of over 11,000 contacts, a simple 8% discount offer can generate approximately 5,000 sales”*, the interviewee stated, illustrating the effectiveness of targeted promotional campaigns.

Future digital marketing efforts will focus on expanding to YouTube and X (formerly Twitter). *"X offers high potential returns, as advertising competition is still relatively low"*, the interviewee explained. Additionally, AGRO VINICA plans to develop educational YouTube content to build trust and establish industry expertise.

While influencer marketing has become a common strategy in digital commerce, AGRO VINICA has not yet implemented it due to the nature of its product range and business structure. Instead of traditional influencer marketing, AGRO VINICA is considering an affiliate marketing model, where smaller influencers, even those with 500–1,000 followers, would promote products in exchange for a commission based on actual sales results *"Rather than paying large sums to well-known influencers, I would prefer to use an affiliate marketing approach"*.

AGRO VINICA evaluates the effectiveness of its social media efforts with a strong focus on direct financial results. Rather than utilizing a broad range of performance indicators, the company primarily tracks return on ad spend (ROAS) to assess how much revenue each advertisement, social media post, or email campaign generates relative to its cost. As the interviewee noted, *"We do not conduct extensive tracking beyond this metric, as our priority is ensuring that every marketing investment translates directly into measurable sales"*.

8.5.2 Future digital marketing strategy

AGRO VINICA's digital marketing strategy for the coming year will focus on three key areas: improving backend operations, expanding to new platforms, and refining product promotion.

The first priority is making internal processes more efficient. *"Improving the backend infrastructure will help streamline operations and make marketing efforts more effective."*

The second focus is increasing the company's presence on YouTube and X (formerly Twitter). *"These platforms provide great opportunities for educational content and brand-building"*, the interviewee noted, emphasizing the need to engage customers beyond traditional advertising.

The third priority is improving product promotion through a more structured approach. *"We want to use Heureka.sk and focus on organic promotion through Facebook and email marketing, rather than relying only on pay-per-click ads"*. By prioritizing these areas,

AGRO VINICA aims to strengthen its digital presence, attract more customers, and improve overall marketing performance.

8.6 Challenges in digital and operational strategy

Internal management and operational efficiency represent the most significant challenges to AGRO VINICA's online expansion. *"Without addressing structural inefficiencies, it becomes difficult to execute successful marketing strategies or manage growth effectively"*.

Another key issue is that the current online product selection closely mirrors offerings available in physical stores, which may not be optimal for e-commerce growth. To address this, AGRO VINICA intends to refine its digital inventory by incorporating more premium, high-quality products tailored to online consumers.

A significant aspect of AGRO VINICA's long-term strategy is the adoption of digital innovations, primarily for internal operations rather than customer-facing automation. *"Digital innovations are at the core of my long-term strategy, but not necessarily in customer-facing areas like AI-driven surveys or automated responses"*. Instead, the company prioritizes the digitalization of workforce management and administrative processes, where automation can significantly enhance efficiency. While AI-driven tools such as chatbots could potentially improve customer experience, they are not an immediate priority. *"If I had to assign importance, I would allocate 90% of our digitalization efforts to improving operational efficiency and only 10% to customer-facing automation"*. However, the company remains open to adopting AI-based customer service solutions in the future, depending on its evolving business needs.

Website improvements are also a priority. However, due to technical constraints, a full-scale upgrade is not feasible at this stage. Instead, AGRO VINICA is focusing on backend optimizations, such as improving stock synchronization, SEO, and product descriptions. *"For now, the Slovak website will remain as it is, with improvements being made within the existing constraints"*.

8.7 Content preferences

The interviewee provided insights into content preferences among AGRO VINICA's customers, particularly regarding Facebook engagement. Content that emphasizes product availability and in-store experience tends to generate higher engagement and effectively drive foot traffic to physical stores. As noted, *"Content that features people and showcases*

product availability tends to perform best”, with an additional emphasis on posts that highlight staff interactions: *“Posts that include friendly sales assistants create a welcoming image”*.

However, the effectiveness of storytelling-based content has been limited. *“Attempts to build a narrative around specific products have not been particularly successful so far”*, the interviewee explained, attributing this to the challenges of applying storytelling techniques to the company’s broad product range and market context.

Additionally, promotional content has demonstrated strong performance in attracting customer interest and engagement. As previously mentioned, AGRO VINICA’s customers are highly responsive to discount-based promotions, reinforcing the role of price incentives in digital communication. *“Promotional offers are highly effective”*, the interviewee stated, underlining the importance of sales-driven content strategies.

8.8 Conclusion of the qualitative content analysis

The qualitative content analysis of the interview provides a structured overview of AGRO VINICA’s digital marketing strategies, competitive positioning, consumer behavior, and operational challenges. The findings highlight that price sensitivity, seasonality, and personalization play a crucial role in consumer purchasing decisions, with affordability being a key factor while niche products such as organic fertilizers and imported goods help differentiate the company from competitors. The company’s digital marketing approach is centered around Google Ads, SEO, email marketing, and remarketing strategies, while social media plays a minimal role, primarily driving foot traffic to physical stores rather than online sales. Despite the effectiveness of PPC advertising and promotional email campaigns, the company lacks a structured approach to customer retention and content marketing. In terms of competition, AGRO VINICA faces challenges from larger, vertically integrated retailers with stronger economies of scale, which allow them to offer lower prices and invest more in marketing experimentation. However, AGRO VINICA sets itself apart through product exclusivity and a strong return on ad spend in its PPC campaigns. Operational inefficiencies remain a significant challenge, particularly in stock management and the limitations of the current digital infrastructure, which slow down the implementation of website improvements and automation. While digital transformation is part of AGRO VINICA’s long-term strategy, immediate priorities include refining the online product selection, expanding to platforms like YouTube and X (formerly Twitter), and improving internal processes to enhance overall

efficiency. Although the company does not currently prioritize AI-driven customer service, there is a recognition of its potential value in the future. Overall, the analysis suggests that AGRO VINICA has established a solid foundation in digital marketing but would benefit from a more structured retention strategy, improvements in operational efficiency, and stronger engagement through content marketing to remain competitive in the evolving e-commerce landscape

9 SWOT ANALYSIS

The following section presents a SWOT analysis of AGRO VINICA, serving as a foundation for the subsequent proposal to enhance the company's online marketing communication strategy. This analysis consolidates findings from the preceding qualitative and quantitative research, categorizing them into internal strengths and weaknesses, as well as external opportunities and threats.

Table 5: SWOT Analysis of AGRO VINICA's Online Marketing Strategy (*Own research*)

Strength	Weaknesses	Opportunities	Threats
Effective digital acquisition strategies	Operational inefficiencies in backend processes and inventory management	Increasing demand for gardening and organic products	Strong competition from larger, integrated retailers with more resources
High customer satisfaction	High dependency on the seasonality of the products	Growing interest in home-based hobbies post-COVID-19	Declining customer loyalty and price sensitivity
Effective seasonal promotions	Lower off-season engagement compared to competitors	Utilizing AI tools (chatbots, personalization) in future	Seasonal market volatility
Diversified product portfolio	Inconsistent posting and absence of structured content marketing	Growing e-commerce market in Slovakia	Changing consumers behaviors
Well-performing website usability	Limited social media engagement and strategy	Expansion to YouTube and X (formerly Twitter) for content marketing	
	Limited marketing budget compared to competitors	Segmented email marketing strategy	

	Technical constraints of current e-shop platform		
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Strengths

One of AGRO VINICA's core strengths is its effective digital acquisition strategy. According to internal Google Analytics data, the company recorded a 147% year-on-year increase in total users and a 178.6% rise in returning users during the peak period of March to August 2024. This notable growth reflects improved visibility and successful user acquisition, primarily driven by Google Ads campaigns. Organic search was identified as the second most important traffic source, indicating a well-implemented SEO strategy. The company's Managing Director also confirmed in the qualitative interview that Google Ads campaigns generate a high return on investment, reinforcing the effectiveness of paid acquisition efforts.

In addition to customer acquisition, AGRO VINICA employs robust retention tactics. Remarketing strategies - particularly through Google PPC campaigns - target users who have previously visited the site, helping to maintain brand visibility and encourage repeat purchases. Email campaigns also play a crucial role, with promotional emails reaching a customer base of over 11,000 recipients. As the interview revealed, even a modest discount offer can generate significant sales, demonstrating the high engagement and conversion potential of this channel.

Customer satisfaction represents another key strength. The company consistently receives positive feedback through third-party platforms such as Heureka.sk and via review cards included in customer orders. These insights are supported by the interview and are further reinforced by the questionnaire results, in which respondents rated their overall shopping experience with AGRO VINICA highly, with an average score of 4.21 out of 5. A diversified product portfolio also enhances AGRO VINICA's competitive positioning. As noted in the interview, the company offers both common gardening and pet care products as well as niche and imported items that are difficult to find elsewhere. This product differentiation strategy attracts a broader customer base, including those seeking specialised goods, and strengthens the company's value proposition. The breadth and relevance of the assortment may also be confirmed by questionnaire findings - specifically, Question 30,

where several respondents highlighted the wide product selection and availability of specialized items as key reasons for recommending AGRO VINICA to others.

Furthermore, AGRO VINICA has effectively capitalised on the seasonal nature of its product offerings. According to the interviewee, the company integrates seasonal promotions into its communication strategy, successfully driving customer interest during high-demand periods. The website's interface and navigation received particularly high scores in the questionnaire results, reinforcing its usability as a key competitive advantage.

Weaknesses

Despite its notable strengths, AGRO VINICA faces several internal challenges that limit the effectiveness of its online marketing communication. A key weakness identified through the interview is the presence of operational inefficiencies in backend processes and inventory management, which hinder the company's ability to scale digital efforts and streamline customer experience. Additionally, the business is highly dependent on the seasonal nature of its product offering, resulting in fluctuating traffic and sales volumes throughout the year. As noted in the benchmarking analysis, user engagement significantly declines during off-peak months, with AgroVinica.sk recording notably lower monthly visits compared to competitors such as Lacnepostreky.sk and SpokojnyPes.sk.

Another observed weakness lies in the company's inconsistent content strategy and low social media engagement. While AGRO VINICA maintains Facebook and Instagram pages, its posting frequency is irregular, and there is a lack of structured, interactive content to drive sustained audience interaction - an issue further highlighted in the comparative benchmarking. The interview also confirmed that paid social media promotions have shown limited effectiveness, and social platforms primarily serve to support offline store visits rather than contribute to e-commerce growth.

Furthermore, the company's reliance on Google Ads as the primary acquisition channel, as noted in both the interview and web performance audit, creates a vulnerability by concentrating traffic sources. This reliance, coupled with a limited marketing budget compared to larger competitors, restricts AGRO VINICA's capacity to experiment with diversified digital campaigns. Technical limitations also constrain progress: the current e-shop platform (eShop-Rýchlo) limits flexibility in website design, UX improvements, and personalization options - factors that could enhance customer satisfaction and reduce bounce rates.

Opportunities

The external environment presents several opportunities for AGRO VINICA to strengthen its digital marketing and business growth. One of the opportunities lies in the increasing consumer interest in gardening and organic products, which has become more prominent in recent years. This trend aligns well with AGRO VINICA's existing assortment and creates potential for targeted product promotion. Additionally, the post-COVID-19 shift toward home-based hobbies has expanded the market of customers engaging in gardening, pet care, and small-scale farming, which the company already serves. The growing Slovak e-commerce market also provides a favourable context for AGRO VINICA to expand its digital presence and reach new customer segments. The emergence of AI-driven tools, such as chatbots and personalised shopping experiences, offers new avenues to improve customer service and automation in the future. Furthermore, the company's plan to expand to new platforms like YouTube and X (formerly Twitter) presents an opportunity to diversify content, improve brand awareness, and engage audiences beyond traditional advertising channels. Lastly, an important opportunity lies in introducing a segmented newsletter approach, which could boost engagement and reduce unsubscribe rates by aligning communication more closely with customer preferences. By strategically responding to these developments, AGRO VINICA can enhance its competitiveness and build a stronger digital brand identity.

Threats

AGRO VINICA faces several external threats that could impact its growth and long-term competitiveness. One of the most prominent threats is the strong competition from larger, better-resourced retailers—particularly those with integrated logistics, advanced e-commerce infrastructures, and greater visibility on digital platforms. Larger retailers are able to leverage economies of scale to offer more competitive pricing, faster logistics, and stronger digital visibility, which may reduce AGRO VINICA's appeal among price-sensitive customers. The company is also vulnerable to seasonal market volatility, as demand for gardening products tends to fluctuate significantly throughout the year. This is also reflected in survey responses, where several users indicated they shop only occasionally or during promotions. This limits consistent revenue generation and complicates inventory planning.

In addition, the declining customer loyalty and high price sensitivity observed in the survey responses suggests that many buyers may shift to competitors when presented with better deals. With rising digital advertising costs, maintaining strong visibility through paid

search and social media may become increasingly difficult without a significant marketing investment. Finally, the company may face risks related to changing consumer behaviors, including a preference for faster delivery, omnichannel shopping experiences, or AI-enhanced customer service - expectations that AGRO VINICA may not yet be fully equipped to meet.

10 ANSWERING RESEARCH QUESTIONS

Based on the findings obtained from the analytical part of the thesis, the following section provides detailed answers to the research questions defined at the beginning of the work. The answers are grounded in both quantitative and qualitative data and reflect the current state of AGRO VINICA's online marketing communication, customer engagement, and digital strategy.

- **RQ1: How do AGRO VINICA's customers perceive its online marketing communication?**

The perception of AGRO VINICA's online marketing communication is generally positive, though certain elements remain underdeveloped. Findings from both quantitative and qualitative research confirm that the company's digital presence - particularly its e-shop and email campaigns - is well-received by customers, while other channels, such as social media, are less effective and often overlooked. The e-commerce platform is perceived as user-friendly, reliable, and convenient, with most questionnaire respondents rating their overall shopping experience highly - an average of 4.21 out of 5. Key areas such as the checkout process, product delivery, and payment options received especially favorable evaluations, indicating that the core infrastructure of AGRO VINICA's digital communication is functioning well and meets customer expectations. Email marketing is also positively perceived. Many customers prefer to receive updates via newsletters, particularly when they include discount codes, seasonal promotions, or exclusive offers. These findings are further supported by interview insights, where the manager emphasized the effectiveness of email campaigns in driving conversions. This confirms that email remains the most impactful communication tool for the brand. In contrast, the perception of AGRO VINICA's social media communication is markedly weaker. Approximately 68.6% of respondents reported not following the company on any platform, with over half stating they were unaware of its social media presence. Even among those who follow AGRO VINICA on Facebook, responses indicated that while the content is generally seen as useful, there is considerable room for improvement in terms of engagement and consistency. This suggests that social media is not yet perceived as a strong or engaging communication channel for the brand. In summary, AGRO VINICA's online marketing communication is perceived as informative, reliable, and effective - particularly in relation to its e-shop and email efforts. However, the company's social media presence lacks visibility and strategic focus, limiting its ability to engage with a broader audience. Strengthening these weaker areas - especially through more

active and targeted communication on social platforms - would help align customer perceptions more consistently across all digital channels.

- **RQ2: What factors influence customer behavior and engagement with AGRO VINICA's digital channels?**

Customer behavior and engagement with AGRO VINICA's digital platforms are influenced by a combination of practical and psychological factors. Based on the research findings, key elements include price sensitivity, trust and customer service, website usability, seasonal demand, and communication preferences. The most dominant factor is price sensitivity. Both the questionnaire and the interview confirmed that AGRO VINICA's customers are highly motivated by affordability. Discounts and special offers were identified as the most appealing type of content, and many respondents cited "affordable pricing" as one of the main reasons they would recommend the brand. The strong performance of promotional email campaigns offering limited deals further demonstrates that price is a major driver of both engagement and conversion. Website usability, particularly ease of navigation, also plays a critical role in shaping customer behaviour. A significant portion of respondents indicated that they would abandon or reconsider a purchase if they encountered difficulties navigating the site. Although the internal audit did not identify a specific cause for shorter session durations, these findings highlight the importance of maintaining a smooth and intuitive user experience. Trust and customer service are especially important for older customer segments. As mentioned in the interview, many customers continue to seek personal advice via email or phone before placing an order. This preference underlines the ongoing importance of personalised support and clear communication. Additionally, customer reviews were shown to play a substantial role in purchase decisions, reinforcing the value of transparency and credibility in digital interactions. Lastly, seasonality significantly affects engagement. Customer activity peaks during spring and early summer, driven by increased demand for gardening products. Outside of this period, engagement tends to decline, highlighting the need for a more continuous, year-round communication strategy to maintain interest and visibility. In summary, the findings indicate that AGRO VINICA's customer engagement is shaped by affordability, usability, trust, and timing. Addressing these factors through targeted improvements can support stronger digital relationships and more consistent interaction over time.

- **RQ3: How can AGRO VINICA enhance its online marketing communication strategy to improve customer engagement and competitiveness?**

To strengthen customer engagement and remain competitive in the digital space, AGRO VINICA should adopt a more structured and audience-oriented approach to its online marketing communication. The findings from both the quantitative and qualitative research point to several areas where the company could make meaningful improvements. One of the most immediate priorities is improving the consistency and visibility of content across digital channels. While email marketing has shown to be effective - especially during seasonal promotions - social media remains an underused tool. Survey responses revealed that many customers are unaware of AGRO VINICA's presence on Facebook or Instagram, and only a small segment actively follows the brand. Introducing a regular content schedule, particularly for Facebook (the most-used platform among the target audience), could help build awareness and engagement. Posts could focus on topics that customers find valuable, such as seasonal tips, product recommendations, and practical tutorials. Increased visibility of the company's social media profiles could also be supported through cross-channel promotion. Simple actions like including social media links in newsletters, website banners, or printed materials (e.g. packaging inserts or invoices) could help attract more followers. Considering that over half of respondents did not know AGRO VINICA was on social media, even modest promotional efforts could generate significant improvements in reach. Email communication, although already a strong channel, could benefit from further personalisation. The survey indicated that most customers prefer receiving updates only during special offers or seasonal events. Allowing users to set their email preferences - such as content types or delivery frequency - could improve satisfaction and reduce unsubscribes. Segmenting the mailing list based on purchase history or category interest would also enable more tailored messaging and increase the likelihood of engagement. In the long term, expanding to new platforms like YouTube or X (formerly Twitter) may help diversify AGRO VINICA's content strategy. Educational videos, short product demonstrations, and seasonal advice could be particularly useful in building trust and reinforcing the brand's expertise in gardening and pet care. This type of content also has the potential to reach new customer segments and boost organic traffic without relying entirely on paid advertising. Finally, while promotions remain an effective motivator, balancing them with informative and value-driven content would likely improve long-term engagement. Customers have expressed interest in tips, reviews, and practical advice in addition to discount offers. Combining these elements in a coherent communication strategy can help build a stronger connection with both new and returning customers.

In summary, AGRO VINICA can improve its online marketing communication by enhancing its social media presence, adopting a more structured content strategy, refining email marketing through segmentation and preferences, and investing in trust-building content. These adjustments would better reflect customer expectations and support stronger, more sustainable engagement in a highly competitive market.

III. PROJECT PART

11 PROPOSAL OF ONLINE COMMUNICATION STRATEGY

This section of the thesis proposes an improved online communication strategy for AGRO VINICA, grounded in the findings from both the quantitative and qualitative analyses conducted in the previous chapters. While the recommendations will cover the broader aspects of AGRO VINICA's online presence, the main focus of this project lies in developing a targeted communication strategy for Facebook.

The need for this focus emerged from several key findings. The benchmarking analysis revealed that AGRO VINICA's main competitors maintain a significantly more active presence on social media platforms, contributing to stronger market positions and brand recognition. Additionally, insights from the quantitative questionnaire and qualitative interview indicated that AGRO VINICA is currently not utilizing social media to its full potential.

This observation is supported by academic literature, which highlights the strategic importance of social media in modern marketing. According to Bojkić et al. (2016), social media enables businesses to build brand awareness and foster customer loyalty. Similarly, Ningsih et al. (2024) emphasize that platforms such as Facebook and Instagram allow companies to engage directly with customers, build communities, and enhance brand trust.

Further supporting the need for a revised strategy, an audit of AGRO VINICA's e-shop via Google Analytics showed that while the website receives a high volume of traffic during peak months (March–August), with around 80,000 unique visitors and 17,000 returning users, this performance is largely driven by paid Google Ads and organic search (SEO). The relatively low proportion of returning users suggests room for improvement in customer retention, which could be addressed by strengthening the brand's social media presence and providing valuable, engaging content that encourages long-term relationships with customers.

Moreover, survey responses revealed that many customers were unaware of AGRO VINICA's presence on social media, indicating a missed opportunity for brand visibility and customer connection. A well-executed Facebook communication strategy has the potential to increase awareness, foster emotional connections, and encourage repeat engagement with the brand.

The proposed strategy will follow the SMART framework, as described in the theoretical part of the thesis (Chaffey, 2024), ensuring that the communication objectives

are specific, measurable, achievable, relevant, and time-bound. The structured approach will help align digital communication efforts with AGRO VINICA's broader business goals and enable clear tracking of performance over time.

11.1 General online marketing strategy recommendations

The following section outlines key strategic recommendations for enhancing AGRO VINICA's overall online marketing communication, based on findings from internal audits, benchmarking analysis, the quantitative questionnaire, and a qualitative interview with the company's managing director. While the following chapter will focus specifically on Facebook communication, these general recommendations provide a broader foundation for building a more cohesive, effective, and future-oriented digital marketing strategy.

Improve brand visibility on social media

Despite strong performance in Google Ads and SEO, AGRO VINICA remains largely unknown on social media. The majority of survey respondents were unaware of the brand's Facebook or Instagram presence. To reduce reliance on search-based acquisition and build stronger brand recall, the company should:

- Actively promote its social media channels on the website, in email newsletters, and via packaging inserts.
- Introduce consistent visual branding (e.g. logo, typography, color palette) across all platforms to enhance brand recognition.
- Increase visibility through occasional collaborations with micro-influencers or affiliate marketers relevant to gardening or pet care.

Develop a structured content marketing strategy

AGRO VINICA currently lacks a consistent content calendar and structured storytelling approach. Given that discounts, product tips, and seasonal content were rated as the most appealing by questionnaire respondents, the company should:

- Establish a monthly content plan aligned with seasonal trends and product categories (e.g. gardening in spring).
- Focus on value-driven content, such as how-to guides, customer reviews, and usage tips.

- Optimize content for both desktop and mobile platforms.

Strengthen customer retention strategies

While AGRO VINICA attracts a high volume of new visitors, the proportion of returning users remains comparatively low. To improve retention, the company should:

- Launch segmented email campaigns based on product categories (e.g. gardening-focused, pet care-focused).
- Send newsletters selectively, focusing on discounts, exclusive offers, and tips—content preferred by 68.2% of respondents.
- Introduce loyalty rewards or VIP benefits to encourage repeat purchases from high-value customers.

Expand communication

Although Facebook is the most widely used platform among AGRO VINICA's customers (66.1%), other channels such as YouTube (44%), WhatsApp (38.5%), and Instagram (22.9%) also offer growth opportunities. The company should:

- Develop short educational videos on gardening techniques, pet care tips, or product demonstrations.
- Repurpose this content across multiple platforms and embed it in blog posts or newsletters.
- Explore X (formerly Twitter) as a niche engagement or remarketing tool, as suggested by the managing director.

Optimize the e-shop

While the webshop is generally rated positively in the survey, both analytics and user feedback highlight areas for improvement. To enhance conversion and engagement:

- Improve product detail clarity and visual quality, especially for technical or niche items.
- Enhance mobile responsiveness and streamline the checkout process to reduce the 48.3% checkout abandonment rate.
- Introduce “related products,” product bundles, and visible customer reviews to encourage upsells and build trust.

Enhance community building

Customer reviews and recommendations play a significant role in purchasing decisions. According to the questionnaire, 52.3% of respondents find reviews somewhat important, and 28% consider them very important. To strengthen community trust, AGRO VINICA should:

- Display verified reviews from platforms like Heureka.sk directly on product pages.
- Encourage customers to share user-generated content, such as photos of pets or gardens, for social media reposting.

Align marketing strategy with demographics and interests

The analysis shows that AGRO VINICA's core customer base consists of individuals aged 45 and above, with a strong rural representation and high price sensitivity. However, a considerable portion of traffic also originates from urban centres such as Bratislava. Therefore, the company should:

- Maintain clear and accessible content tailored to older audiences while gradually introducing dynamic formats like videos or reels.
- Emphasize affordability and practicality in messaging, while positioning niche products as differentiators.
- Use location-based targeting in paid campaigns, especially on Facebook.

Invest in SEO and reduce dependence on paid advertising

While Google Ads are highly effective, over-reliance on paid acquisition limits long-term sustainability. To improve organic visibility, the company should:

- Expand its blog content to include seasonal advice, product tutorials, and educational articles.
- Target long-tail keywords related to specific products or geographic regions.
- Improve meta descriptions, alt tags, and internal linking to enhance search engine performance.

Build stronger analytics

Currently, AGRO VINICA primarily measures success through Return on Ad Spend (ROAS). To improve marketing effectiveness, a more holistic analytics approach should be adopted:

- Use Meta Business Suite to monitor engagement metrics on Facebook.
- Conduct A/B testing of subject lines, content formats, and posting times.
- Track bounce rates and time-on-page to identify and address website usability issues.

11.2 Project aim

The aim of this project is to design and propose a feasible, resource-conscious Facebook communication strategy for AGRO VINICA, tailored to the preferences and behaviour of its core Slovak customer base. Drawing from quantitative and qualitative research findings, the strategy seeks to strengthen the brand's social media presence, improve customer engagement, and support long-term online visibility through a structured three-month pilot strategy.

11.3 Facebook communication strategy proposal

The following proposal focuses on improving AGRO VINICA's communication on Facebook the most commonly used platform among its customers (66.1% of survey respondents). The strategy is built on the SMART framework (Specific, Measurable, Achievable, Relevant, and Time-bound) to ensure clarity, focus, and measurable progress over a 3-month pilot period.

Table 6: Definition of SMART Goals for AGRO VINICA's Facebook Communication Strategy (*Own research*)

SMART Element	Goal
Specific	Strengthen AGRO VINICA's Facebook presence by posting consistent, engaging content, promoting the page through existing channels (website and newsletters), and encouraging user interaction aligned with customer interests.
Measurable	• Publish 3–4 posts per week (approx. 12–16 per month) • Increase Facebook followers by 30–40% (from 1,700 to ~2,200–2,400) • Reach 1,500–2,000 users per boosted post (with small budget) • Increase monthly website visits coming from Facebook, measured in Google Analytics
Achievable	The plan is realistic without a dedicated designer, using free tools (e.g. Canva), existing product visuals, and team-generated content. Promotion of the Facebook page can be done via the website, newsletter, and printed inserts.
Relevant	The strategy addresses current weaknesses such as low brand visibility on social media, limited engagement, and strong dependence on paid search ads.
Time-bound	The 3-month pilot will run from May to July 2025, with monthly observations and a full evaluation after the test period.

11.4 Target audience selection

Based on internal website analytics (Google Analytics) and the results of the customer questionnaire, a clear target audience has been identified for AGRO VINICA's online communication strategy. The data indicate that the majority of visitors come from Slovakia, with strong representation in both urban and rural areas. A significant portion of users falls within the "Home & Garden" interest category, and both genders are equally represented, though women show slightly higher engagement.

To guide the Facebook communication strategy, three personas were developed based on these insights. The target audience consists primarily of individuals aged 40–65 with an active interest in gardening and pet care. The communication will focus on seasonal tips, product recommendations, promotions, and informative content tailored to both experienced and hobby gardeners. By addressing this demographic, AGRO VINICA aims to increase brand awareness and strengthen its presence in the Slovak online market.

11.5 Target personas for facebook communication strategy

Persona 1: Mária – The experienced rural gardener

Mária is a 62-year-old woman living with her husband in a family house in a small village near Levice, in southern Slovakia. She is a retired primary school teacher who dedicates most of her free time to gardening, raising chickens, and taking care of their dog. Gardening is not only her hobby but also a part of her daily routine - she grows vegetables, herbs, and flowers in her backyard and shares the surplus with neighbors and family.

She uses Facebook mainly through her mobile phone to follow gardening groups, exchange advice, and stay in touch with her community. While not highly tech-savvy, she actively clicks on helpful posts, comments on familiar brands, and reads product reviews. Mária prefers shopping from Slovak online stores she trusts, especially if they offer affordable prices and easy navigation. Her main motivation for online shopping is convenience and the ability to find products that may not be available locally.

She is very responsive to seasonal promotions, discounts, and clear product instructions. Her main frustration with e-shops is when the interface is too complex or when images are unclear. She appreciates traditional customer service - she likes when companies respond personally to questions or provide advice.

Persona 2: Peter – The practical urban gardener

Peter is a 48-year-old married man living in the suburbs of Bratislava with his wife and two children. He works full-time as a technician in the automotive industry. Outside of work, he enjoys taking care of the family's small garden behind the house, where he grows tomatoes, peppers, and herbs. Gardening is a way for him to relax and spend time outdoors, often involving his children in small tasks.

Peter uses Facebook regularly to follow Slovak e-shops, compare product reviews, and watch short gardening tutorials. He usually shops online during weekends, using his desktop

or tablet, and appreciates when the shopping process is smooth and fast. He is particularly interested in product comparisons, bestsellers, and posts that highlight useful bundles or customer ratings.

His motivation is efficiency - he wants to get what he needs without wasting time or money. He prefers Slovak brands and values transparency, good-quality visuals, and well-structured content. He is likely to share useful posts and respond to Facebook promotions, especially if they include seasonal product recommendations. He tends to ignore posts that don't speak to his actual needs or come across as generic ads - he expects clear offers, useful information, and practical value.

Persona 3: Eva – The conscious eco-gardener

Eva is a 38-year-old freelance graphic designer living in Banská Bystrica. She lives alone in a rented flat with a large balcony garden, where she grows herbs, flowers, and vegetables in pots and raised beds. She follows a sustainable lifestyle, prefers buying Slovak or regional products, and avoids synthetic chemicals. Eva also owns a rescue cat and regularly donates to local animal shelters.

She uses Facebook and Instagram daily, often browsing for ideas, tips, and inspiration from eco-lifestyle pages and gardening influencers. She appreciates educational content, infographics, and behind-the-scenes posts from authentic Slovak brands. Eva is very responsive to visual formats - short videos, minimalist design, and well-written captions catch her attention. She often buys pet food and gardening products online and is willing to pay slightly more for eco-friendly or high-quality items. She prefers newsletters with useful tips and limited promotions and is particularly active in sharing informative or aesthetic posts with her network.

Her pain points include greenwashing, poor product transparency, and slow mobile websites. She values brands that are honest, creative, and community-oriented.

11.6 Timing and duration of communication

The proposed Facebook communication strategy for AGRO VINICA is planned as a three-month pilot project, running from May to July 2025. This period was selected to align with the company's peak seasonal activity in gardening and pet care, ensuring maximum relevance and customer engagement. The pilot phase allows for the implementation and

gradual optimization of the proposed strategy without requiring significant financial or personnel resources.

During this period, AGRO VINICA aims to publish 3 to 4 posts per week, focusing on promotional offers, seasonal tips, best-selling products, and educational content. Performance will be monitored monthly, and at the end of the three-month pilot, the results will be evaluated based on engagement rates, follower growth, and website traffic from Facebook. If successful, the strategy will be adjusted and extended into the following season, becoming an integral part of the brand's long-term communication plan.

11.7 Budget allocation

Given AGRO VINICA's limited resources and the exploratory nature of this three-month Facebook communication pilot, the proposed strategy was designed to be financially sustainable and realistic. No external agency or designer will be involved; instead, the internal team will handle content creation using free tools like Canva, existing product images, and in-house knowledge. The estimated budget covers minimal expenses for Facebook post boosting, which is expected to be around €30-€50 per month, allowing selected posts (especially product promotions or seasonal content) to reach a broader audience. The goal is to test the impact of small-scale advertising on engagement and web traffic. The remaining tasks - such as content planning, posting, and basic performance monitoring via Meta Business Suite and Google Analytics - will be managed internally without additional cost. This lean budget model ensures feasibility while allowing for meaningful testing of engagement strategies during the pilot phase.

11.8 Risks and limitations

Despite being designed as a practical and cost-effective solution, the proposed Facebook communication strategy for Agro Vinica is subject to several limitations. Firstly, financial constraints restrict access to advanced tools or external professionals, such as paid advertising specialists or marketing consultants, which may limit the scalability of the campaign. Secondly, the absence of a dedicated graphic designer poses challenges in maintaining high visual quality and consistency across posts. Visual content will rely on templates and basic tools such as Canva, which may affect brand perception in comparison with professionally designed content.

Moreover, limited internal human resources and a lack of structured coordination within the team could delay content creation, reduce flexibility in responding to trends, and negatively impact the regularity of posting. This may result in inconsistencies in communication, which could affect customer trust and engagement. In addition, external platform-related factors, such as potential changes in Facebook's algorithm, may reduce organic reach and engagement, regardless of content quality or relevance.

Finally, maintaining message consistency across all posts and communication touchpoints is a potential challenge, particularly without clear internal guidelines or regular content reviews. These limitations should be taken into account when implementing the strategy and interpreting its results. The proposed approach will therefore require adaptive management and periodic evaluation to remain effective under changing internal and external conditions.

11.9 Suggested content plan

To implement the Facebook strategy effectively, a tailored content plan has been developed for the pilot period of May through July 2025. This calendar aligns with seasonal activities, customer preferences, and product offerings. The goal is to publish consistent, relevant, and engaging posts, with a frequency of three to four posts per week. Each month's content includes a balanced mix of educational, promotional and community-oriented catering to the identified personas: Mária, Peter, and Eva.

The content will focus on themes that resonate with the identified customer segments, while remaining feasible for the existing team to execute without additional staffing or design resources. The core content categories are as follows:

Seasonal gardening tips: Educational posts covering what to plant, how to care for specific crops, weed and pest control, and monthly planting calendars tailored to Slovakia's climate.

Pet care advice: Practical posts focused on summer-specific issues such as parasite prevention, pet hydration, and vitamin supplementation for dogs and cats.

Promotions and product highlights: Seasonal bundles, new product arrivals, and usage guidance for specific tools or eco-products, with occasional limited-time offers to drive urgency.

Bio & eco gardening content: Advice on natural gardening methods, composting, eco-friendly pest control, and chemical-free lawn and crop maintenance.

User-generated content & engagement challenges: Photo competitions and interaction posts encouraging users to share gardening or pet care moments in exchange for small rewards or shout-outs.

The strategy will follow a consistent publishing frequency of 3–4 posts per week, incorporating a mix of post types (images, text, short educational videos) using accessible tools like Canva. The content tone will remain clear, helpful, and community-driven to align with the expectations of the primarily middle-aged and older Slovak audience.

Content plan overview

To bring the Facebook strategy to life, a three-month content plan was created for May to July 2025. It's based on insights from the questionnaire, interviews, and website data, reflecting the preferences of AGRO VINICA's main audience - Slovak users aged 40–65 with an interest in gardening, pet care, and seasonal home activities.

The plan includes a variety of content types such as gardening tips, product highlights, pet care advice, promotions, and interactive posts. All posts are designed to match AGRO VINICA's available resources - using Canva, existing visuals, and simple formats like static posts, infographics, short videos, and Stories.

The calendar serves as a flexible guide, not a fixed schedule. Topics and dates can be adjusted based on audience engagement, product availability, or other marketing priorities. This approach allows the brand to respond to what works best and stay relevant throughout the duration of the Facebook communication strategy.

Month	Week	Post Type	Format	Topic/Idea
May	Week 1	Gardening Tip	Post	What to plant in May – vegetables that thrive this month.
May	Week 1	Gardening Tip	Post	Top 5 May essentials (fertilizers, planting tips).
May	Week 1	Engagement	Post/ Story	Have you planted anything yet? Show us your garden in the comments!
May	Week 2	Pet Care	Post	How to protect your pets from ticks and fleas – summer is coming.
May	Week 2	Product Highlight	Short video	Highlight new arrivals or feature an existing product with a short description of its usefulness.
May	Week 3	Gardening Tip	Infographics/Post	Seed Planting Guide: Beginner's May garden – your step-by-step guide.
May	Week 3	Eco Content	Post	Natural ways to repel pests without chemicals.
May	Week 4	Promotion	Animated post	Announce seasonal discounts on gardening essentials.
May	Week 4	Gardening Tip	Post	Preparing the garden for summer: Do you know what needs to be done?
June	Week 1	Gardening Tip	Post	Smart Watering Tips: Keep Your Garden Thriving in the Heat.
June	Week 1	Pet Care	Post	Supplements: How to Support Your Pet's Health.
June	Week 2	Eco Gardening	Post	Fighting weeds the eco-friendly way – no chemicals needed
June	Week 2	Product Highlight	Post	Just in: Organic fertilisers – how & when to use them.
June	Week 3	Engagement	Post	Show us your favorite flower.
June	Week 3	Promotion	Animated post	This Week Only: Garden Seeds Bundle – Save 10%!
June	Week 3	Gardening Tip	Infographics/Post	Protect your crop from pests – June checklist.
June	Week 4	Engagement	Poll/ Interactive post	We're planning next week's tips – what would you like advice on: Flowers Veggies Pet care?
June	Week 4	Pet Care	Post	Keep Your Pet Safe from Summer Parasites.
July	Week 1	Gardening Tip	Infographics/Post	5 Mistakes to Avoid in Summer Gardening.
July	Week 1	Gardening Tip	Animated post	Flowers to plant in July.
July	Week 2	Product Highlight	Post	New garden tools explained – what they're for & how to use them.
July	Week 2	Pet Care	Post	How to diversify your pet's diet in summer.
July	Week 3	Gardening Tip	Post	How to control weeds and pests in high heat.
July	Week 3	Promotion	Post	Mid-July Sale: Save on summer essentials.
July	Week 4	Engagement	Post/ Story	Giveaway contest for a summer, engaging followers and attracting new ones.
July	Week 4	Gardening Calendar	Infographics/Post	What to plant in early August – get ready now.

Figure 23: Content plan for AGRO VINICA's Facebook page for the period May -July 2025 (Own research)

11.10 Proposal of a unified visual content style

To enhance brand recognizability and cultivate a consistent online identity, it is recommended that AGRO VINICA adopts a cohesive visual style across its Facebook communication. While the current presence includes a distinctive logo, the inconsistency in color schemes, typography, and layout across posts undermines the effectiveness of brand communication.

Visual identity concept

The proposed style centers around natural green tones, evoking AGRO VINICA's association with gardening, nature, and sustainability. The color palette includes:

- #0a9954, #11703f, #1f9e53 – deep greens representing freshness and growth,
- #ffffff – white for visual clarity and contrast,
- #ffbe16 – a warm yellow accent used selectively to draw attention to key promotional messages and calls to action.

These colors were selected to resonate with the target audience aged 40–65, who typically associate green with trust, health, and environmental friendliness.

Typography & composition

The recommended font is Open Sans, chosen for its readability, modern style, and friendly character. It ensures accessibility across digital platforms and aligns well with AGRO VINICA's approachable brand tone.

It is recommended for the content to be designed in a mobile-friendly vertical format (720 × 1080 px), which is optimal for Facebook and mobile viewing. This ensures posts remain clear and legible across devices.

Visual template: “What to Plant in May”

The visual series titled “Májové sadenie: Zelenina, ktorá sa vám podarí!” ("May planting: Vegetables that will succeed!") serves as an example of the new visual strategy. Each post in this series includes:

- The AGRO VINICA logo placed consistently,
- A thematic green overlay for brand continuity,
- Centralized product imagery with clear, high-contrast labels,

- Consistent typeface and alignment.

This uniform design enhances post recognizability in users' feeds and strengthens the connection between AGRO VINICA's values and its visual representation.

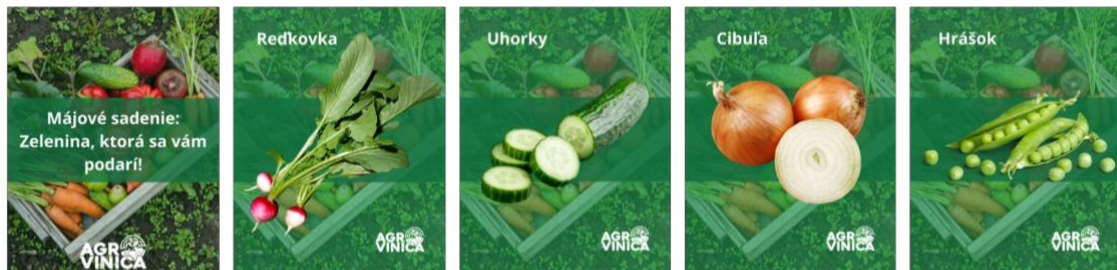


Figure 24: Suggested Facebook post: *“What to Plant in May”* (Author's own design).

Visual template of promotional content based on consumer preferences

As part of AGRO VINICA's Facebook content strategy, promotional posts play a crucial role in attracting attention and driving conversions, particularly among its price-sensitive target audience. The illustrated example features a visually impactful discount post promoting AminAvast, dietary supplements for dogs and cats from the AGRO VINICA product offer. The content communicates a 10% discount, paired with a clear call to action and a dedicated promo code (“ZVIERATKO10”), (“Pet10”), encouraging immediate user response. The use of relatable pet imagery, a clean layout, and consistent brand colors helps strengthen brand recognition while ensuring the message is quickly understood, even in fast-scrolling mobile environments.

This format aligns with the findings from the customer questionnaire, where discounts and time-limited offers were ranked among the most attractive content types by respondents. Additionally, this type of promotional communication contributes to increased website traffic - particularly when supported by targeted boosting. - and generates higher engagement when designed for mobile-first platforms like Facebook. It is therefore recommended that similarly styled promotional visuals be integrated into the monthly content calendar, especially during peak sales periods or when aiming to increase the visibility of specific product categories.



Figure 25: Suggested Facebook post: “10% Discount for Pet Supplements” (Author’s own design)

11.11 The tone of voice and calls to action

The tone of voice for AGRO VINICA’s Facebook communication should be friendly, clear, and practical, aligning with the expectations of its core Slovak audience. The language used should avoid overly technical jargon and instead focus on helpful, approachable communication that builds trust and encourages community interaction.

Posts are intended to maintain a conversational tone, often incorporating questions or prompts to foster engagement. Given the high value placed by respondents on informative and actionable content, the tone should emphasize education, reliability, and local relevance, while remaining warm and encouraging.

To guide user behavior and support the campaign’s goals, strong and purposeful calls to action (CTAs) are recommended to be integrated into post captions. These may vary depending on the post type but can include invitations to engage (e.g. “Comment your favorite summer vegetable”), to click through (e.g. “Explore our June garden tips”), or to participate (e.g. “Tag a friend who would love this offer”). CTAs will be especially important in promotional and interactive content, helping drive engagement, increase website traffic, and support follower growth. Where applicable, posts may also include visual CTAs - such as buttons, stickers, or design elements - to draw attention and prompt response, while maintaining consistency with the brand’s unified visual identity.

11.12 Realization of the Facebook strategy

The successful implementation of AGRO VINICA's Facebook communication strategy will depend not only on the quality of content but also on the brand's ability to promote its social media presence across multiple digital touchpoints. To strengthen visibility and attract a broader audience, the company should adopt a multi-channel promotional approach. This includes prominently featuring the Facebook page on the homepage of the webshop, integrating social media icons in email newsletters, and incorporating Facebook-related messaging into packaging inserts or blog posts. Offering a small incentive - such as access to exclusive promotions or participation in giveaways - may further encourage users to follow and engage with the page.

The realization phase is structured to unfold across the three-month pilot period (May - July 2025), with the internal team responsible for content creation, scheduling, and performance monitoring. Weekly posts will be prepared using accessible tools such as Canva, following the unified visual identity outlined earlier. Post-scheduling will take place through Meta Business Suite, allowing for consistency while retaining the flexibility to respond to audience feedback or unforeseen changes.

Throughout the pilot, performance indicators such as follower growth, post reach, engagement, and web traffic from Facebook will be tracked via Meta and Google Analytics. These metrics will be reviewed monthly to allow for micro-adjustments in content type or timing, ensuring that the strategy remains responsive to audience behavior. At the end of the campaign, results will be evaluated to assess the impact and feasibility for long-term integration into the brand's broader communication mix.

CONCLUSION

The objective of this thesis was to propose an optimised online marketing communication strategy for AGRO VINICA, based on a comprehensive evaluation of its current digital presence and customer engagement. The research aimed to identify key areas for improvement and provide actionable recommendations to enhance the company's competitiveness in the Slovak e-commerce market. Based on the research findings, a general set of online marketing strategy recommendations was developed. However, the project part focused specifically on one strategic area: improving AGRO VINICA's Facebook communication, as this platform was found to be the most relevant for the company's existing and potential customer base.

The theoretical part established the groundwork by outlining key concepts related to digital marketing, e-commerce trends, and consumer behaviour, with an emphasis on the Slovak market. It also explained the methodology used in the analytical part, including both quantitative and qualitative research techniques appropriate for evaluating online communication effectiveness.

In the analytical part, the current state of AGRO VINICA's digital marketing efforts was examined through multiple methods. A website audit using Google Analytics identified strengths and gaps in user behaviour and traffic sources, while a benchmarking analysis evaluated the company's social media activity in comparison with its competitors. Furthermore, a quantitative customer questionnaire provided detailed insights into user preferences, digital behaviour, and content interests. These findings were complemented by a qualitative interview with the company's managing director, which helped contextualise internal strategic challenges and priorities. The data collected were synthesised in a comprehensive SWOT analysis, which revealed the brand's opportunities for growth—particularly through a more structured social media presence.

Based on these insights, the project part of the thesis proposed a set of general online marketing strategy recommendations, alongside a targeted three-month Facebook communication strategy tailored to AGRO VINICA's core audience—Slovak consumers aged 40–65 with strong interests in gardening and pet care. This pilot strategy was designed using the SMART framework and included the development of customer personas, a seasonal content calendar, tone of voice and CTA guidelines, and a unified visual identity. A cost-effective budget and practical implementation plan were also created to ensure that

the strategy could be realistically executed by the company's internal team, even with limited resources.

This thesis fulfilled its intended objective by delivering a structured, research-based communication strategy that offers both strategic direction and practical tools to enhance AGRO VINICA's customer engagement and brand visibility on Facebook. While the results of the pilot campaign are yet to be evaluated following its implementation, the framework provided offers a solid foundation for continued development. Moreover, the thesis may serve as a vision for expanding AGRO VINICA's overall digital presence, including improved SEO, targeted email campaigns, and potential growth into other platforms to strengthen brand recognition. Future success will depend on the company's ability to continuously monitor, adapt, and scale its digital activities based on user feedback and evolving market dynamics.

To conclude, the research questions outlined in the methodological part of this work were successfully answered and the goal of the thesis was met.

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LIST OF ABBREVIATIONS

B2A – Business to Administration

B2B – Business to Business

B2C – Business to Consumer

C2A – Consumer to Administration

C2B – Consumer to Business

C2C – Consumer to Consumer

CPA – Cost Per Acquisition

CPC – Cost Per Click

CTA – Call To Action

KPI – Key Performance Indicator

ROAS – Return On Advertising Spend

SEO – Search Engine Optimization

SMART – Specific, Measurable, Achievable, Relevant, Time-bound

SMM – Social Media Marketing

VOVQ – Volume, Quality, Value, Cost

APPENDICES

Appendix P I: Questionnaire (English)

Appendix P II: Questionnaire (Slovak: Original)

Appendix P III: Questionnaire results

Appendix P IV: Qualitative interview

APPENDIX P I: QUESTIONNAIRE (ENGLISH)

Customer Preferences Survey – AgroVinica

Dear customer,

This survey is part of my master's thesis and aims to better understand the shopping behaviour, experiences, and preferences of AgroVinica customers. Your feedback will help improve the company's online communication and services.

The questionnaire takes approximately 15 minutes. All responses are anonymous and confidential. Thank you for your time and honest answers!

As a thank-you, you will receive a 10% discount code at the end of the questionnaire to use on your next purchase at AgroVinica!

1. How much does the ease of website navigation influence your purchasing decision?

(Consider how easy it is to find products, browse categories, and complete an order.)

- It has a strong influence – if the site is hard to use, I leave without purchasing.
- It has some influence – I may reconsider my purchase if the site is difficult.
- It does not have much influence – if I need the product, I buy it anyway.
- It has no influence at all – navigation does not affect my decision.

2. Which social media platforms do you use most frequently?

(Check all that apply)

- Facebook
- Instagram
- TikTok
- YouTube
- WhatsApp
- Other: _____

3. Do you follow online shops on social media?

- Yes, regularly.
- Occasionally.
- No, never.

4. What type of content would you like to see from an online store on social media?

(Check all that apply)

- Discounts and promotions
- New product announcements
- Customer reviews and testimonials
- Tips, how-tos, tutorials (e.g., gardening tips)
- Other: _____

5. To what extent do customer reviews influence your online purchasing decisions?

- Essential – I always read reviews before buying.
- Very important – I prefer reading them but can buy without.
- Somewhat important – reviews help, but price and description matter more.
- Not important – I rarely read reviews.
- Not at all – I never read customer reviews.

6. How do you prefer to shop for the following categories?

(Select all that apply)

Answer options for each category:

- Online
- Offline
- I shop online for convenience, in physical stores for variety
- I have never purchased this category

Product categories:

- Pet supplies
- Gardening supplies
- Farming supplies (feed, nutrition for livestock)
- Winemaking supplies

7. To what extent do the following barriers affect your decision to purchase online?

(1 = Not an issue, 5 = A major issue)

- Delivery time
- Shipping and other fees
- Complicated website navigation
- Strict return policies
- Lack of customer service/personal contact
- Insufficient product descriptions

- Low-quality product images
- Concerns about product authenticity or quality
- Slow website loading time

(Rating for each row: 1 – 2 – 3 – 4 – 5)

8. Have you visited the AgroVinica website?

- Yes
- No

9. Have you ever made a purchase on AgroVinica?

- Yes
- No

10. What product categories have you purchased?

(Check all that apply)

- Pet supplies
- Gardening supplies
- Winemaking/preserving supplies
- Farming supplies

11. How would you rate your overall shopping experience with AgroVinica?

(1 = Excellent, 5 = Very Poor)

★ ★ ★ ★ ★

12. How did you find out about AgroVinica?

- Internet search engine (e.g., Google)
- Social media (Facebook, Instagram, etc.)
- Recommendation from a friend or family member
- Other: _____

13. Do you follow AgroVinica on social media?

- Yes, on Facebook
- Yes, on Instagram
- Yes, on both Facebook and Instagram
- No, I do not follow them

14. What do you think of the content on AgroVinica's Facebook page?

- I really like it! It's interesting and useful.
- It's okay, but could be improved.
- I'm not very interested.

15. How often do you interact with AgroVinica on Facebook?

- Daily
- Weekly
- Monthly
- Rarely
- Never

16. What do you think of the content on AgroVinica's Instagram page?

- I really like it! It's interesting and useful.
- It's okay, but could be improved.
- I'm not very interested.

17. How often do you interact with AgroVinica on Instagram?

- Daily
- Weekly
- Monthly
- Rarely
- Never

18. What do you think of the content on AgroVinica's Facebook and Instagram?

- I really like it! It's interesting and useful.
- It's okay, but could be improved.
- I'm not very interested.

19. How often do you interact with AgroVinica on Facebook and Instagram?

- Daily
- Weekly
- Monthly
- Rarely

- Never

20. Why don't you follow AgroVinica on social media?

- I didn't know they were on social media
- I'm not interested in their content
- I rarely use social media
- I follow other similar brands
- Their content doesn't interest me

21. Where do you prefer to receive updates from AgroVinica?

(Check all that apply)

- Social media (Facebook, Instagram)
- Website homepage
- Email newsletters
- Other: _____

22. What is your preferred method of contacting customer support?

- Email
- Live chat
- Phone call
- Social media
- Other: _____

23. What kind of content do you find most interesting from AgroVinica?

(Check all that apply)

- Discounts and promotions (e.g., Black Friday offers, 2+1 deals)
- New arrivals
- Educational content (gardening tips, animal care, etc.)
- Seasonal advice (e.g., winter pet care, spring fertilisers)
- Bestsellers and top-rated products
- Price comparisons and special offers
- Organic/BIO product recommendations
- Contests and giveaways

24. How would you rate the following aspects of your experience with the AgroVinica e-shop?

(1 = Excellent, 5 = Very poor)

- Ease of navigation
- Product selection
- Delivery conditions
- Payment methods
- Website design and appearance
- Clarity of terms and conditions
- Discounts and promotions
- Customer service response time
- Ease of completing a purchase
- Product descriptions
- Image quality and clarity

25. How do you usually shop on AgroVinica?

- Via mobile phone
- Via computer
- Via both mobile and computer

26. How often have you visited the AgroVinica site or store?

- Regularly (once a week or more)
- Frequently (several times a month)
- Occasionally (a few times a year)
- Only once
- I've never visited

27. What type of newsletters would you be most interested in receiving from AgroVinica?

- Blog articles and tips (gardening advice, how-to guides, seasonal tips)
- Exclusive promo codes (free shipping, personal discounts)
- Discount alerts (updates on special offers)
- New product announcements
- Contests and giveaways
- I'm not interested in newsletters

28. How often would you like to receive newsletters?

- Weekly
- Monthly
- Only for special offers

29. What other online stores do you use for similar products?

(Open-ended)

30. Have you recommended AgroVinica to others? Why or why not?

(Open-ended)

31. What is your gender?

- Male
- Female
- Prefer not to say

32. What is your age group?

- 18–24
- 25–34
- 35–44
- 45–54
- 55–64
- 65+
- Prefer not to say

33. Where do you live?

- Slovakia
- Czech Republic
- Other: _____
- Prefer not to say

34. Do you live in a rural or urban area?

- Rural
- Urban
- Prefer not to say

35. What is your highest level of education?

- Primary school
- Secondary school
- Bachelor's degree
- Master's degree or higher
- Prefer not to say

36. What is your approximate monthly income?

- Less than 500 €
- 500 € – 1,000 €
- 1,000 € – 1,500 €
- 1,500 € – 2,000 €
- More than 2,000 €
- Prefer not to say

APPENDIX P II: QUESTIONNAIRE (SLOVAK: ORIGINAL)

Prieskum zákazníckych preferencií AgroVinica

Vážený zákazník,

Tento prieskum realizujem v rámci mojej diplomovej práce, aby som lepšie pochopila nákupné správanie, skúsenosti a preferencie zákazníkov AgroVinica. Vaša spätná väzba mi pomôže analyzovať a zlepšiť online komunikáciu a služby.

Vyplnenie dotazníka vám zaberie približne 15 minút a všetky odpovede sú anonymné a dôverné. Veľmi si vážim váš čas a úprimné odpovede – ďakujem za vašu účasť!

Ako poďakovanie za váš čas získate na konci dotazníka promo kód na 10 % zľavu, ktorý môžete využiť pri svojom ďalšom nákupe v AgroVinica!

1. Aký veľký vplyv má jednoduchosť navigácie na webovej stránke na vaše rozhodnutie o nákupe?

(Zvážte, ako ľahko môžete nájsť produkty, prehliadať kategórie a dokončiť objednávku)

(Vyberte jednu možnosť)

- Má na mňa veľký vplyv – ak je webová stránka ťažko ovládateľná, odídem bez nákupu.
- Má na mňa určitý vplyv – ak je stránka ťažko použiteľná, môžem prehodnotiť svoj nákup.
- Nemá na mňa veľký vplyv – ak produkt potrebujem, aj tak si ho kúpim.
- Nemá na mňa vôbec žiadny vplyv – navigácia neovplyvňuje moje rozhodnutie.

2. Ktoré sociálne médiá používate najčastejšie?

(Označte všetky, ktoré sa vás týkajú)

- Facebook
- Instagram
- TikTok
- YouTube
- Whatsapp
- Iné: _____

3. Sledujete e-shopy na sociálnych siet'ach?

(Vyberte jednu možnosť)

- Áno, pravidelne.
- Príležitostne.
- Nie, nikdy.

4. Aký typ obsahu by ste chceli vidieť na sociálnych siet'ach e-shopu?

(Označte všetky, ktoré sa vás týkajú)

- Zľavy a akcie
- Oznámenia o nových produktoch
- Recenzie a skúsenosti zákazníkov
- Tipy, návody a tutoriály (napr. záhradkárske tipy)
- Iné: _____

5. Do akej miery ovplyvňujú zákaznicke recenzie vaše rozhodnutia pri online nákupe?

(Vyberte jednu možnosť)

- Nevyhnutné – vždy si pred nákupom čítam recenzie a bez nich nenakúpim.
- Veľmi dôležité – uprednostňujem čítanie recenzií, ale môžem nakúpiť aj bez nich.
- Má určitý význam – recenzie mi pomáhajú, ale väčšinou sa rozhodujem na základe ceny a popisu produktu.
- Nemá na mňa žiadny vplyv – recenzie pred nákupom takmer nečítam.
- Vôbec nie – pred nákupom si nikdy nečítam zákaznicke recenzie.

6. Ako uprednostňujete nakupovanie nasledujúcich kategórií produktov?

(Označte všetky, ktoré sa vás týkajú)

Možnosti odpovede pre každú kategóriu:

- Online
- Offline
- Nakupujem online kvôli pohodliu, v kamenných predajniach kvôli výberu
- Nikdy som túto kategóriu nenakupoval/a

Kategórie produktov:

- Chovateľské potreby
- Záhradkárske potreby
- Farmárske potreby (krmivá, výživa pre hospodárske zvieratá)
- Vinárske potreby

7. Do akej miery vám nasledujúce faktory bránia v online nákupe?

(1 = vôbec ma to netrápi, 5 = je to veľký problém)

- Čakacia doba
- Poplatky za doručenie a iné poplatky
- Zložitá navigácia na webovej stránke

- Prísne podmienky vrátenia tovaru
- Nedostatok osobného kontaktu/zákazníckeho servisu
- Nedostatok popisov produktov
- Nekvalitné obrázky produktov
- Obavy o pravosť alebo kvalitu produktu
- Pomalé načítanie webovej stránky

(Hodnotenie pre každý riadok: 1 – 2 – 3 – 4 – 5)

8. Navštívili ste už webovú stránku AgroVinica?

(Vyberte jednu možnosť)

- Áno
- Nie

9. Uskutočnili ste už nákup na AgroVinica?

(Vyberte jednu možnosť)

- Áno
- Nie

10. Ktorú kategóriu produktov ste si zakúpili?

(Vyberte všetky, ktoré sa vás týkajú)

- Chovateľské potreby
- Záhradkárske potreby
- Vinárske a zaváracie potreby
- Farmárske potreby
- Iné: _____

11. Ako by ste ohodnotili svoju celkovú nákupnú skúsenosť s AgroVinica?

(Ohodnoťte na stupnici od 1 do 5, kde 1 = výborné a 5 = veľmi zlé)

★ ★ ★ ★ ★

12. Ako ste sa dozvedeli o AgroVinica?

(Vyberte jednu možnosť)

- Cez internetový prehliadač (napr. Google)
- Sociálne siete (Facebook, Instagram a pod.)
- Odporúčanie od priateľa alebo rodiny

- Iné: _____

13. Sledujete AgroVinica na sociálnych siet'ach?

(Vyberte jednu možnosť)

- Áno, na Facebooku
- Áno, na Instagrame
- Áno, na Facebooku aj Instagrame
- Nie, nesledujem

14. Čo si myslíte o obsahu AgroVinica na Facebooku?

(Vyberte jednu možnosť)

- Veľmi sa mi páči! Je to zaujímavé a užitočné.
- Je to v poriadku, ale dalo by sa to vylepšiť.
- Veľmi sa o to nezaujímam.

15. Ako často sledujete alebo sa zapájate do obsahu AgroVinica na sociálnych siet'ach?

(Vyberte jednu možnosť)

- Denne
- Týždenne
- Mesačne
- Zriedka
- Nikdy

16. Čo si myslíte o obsahu AgroVinica na Instagrame?

(Vyberte jednu možnosť)

- Veľmi sa mi páči! Je to zaujímavé a užitočné.
- Je to v poriadku, ale dalo by sa to vylepšiť.
- Veľmi sa o to nezaujímam.
- Iné: _____

17. Ako často sledujete alebo sa zapájate do obsahu AgroVinica na sociálnych siet'ach?

(Vyberte jednu možnosť)

- Denne
- Týždenne

- Mesačne
- Zriedka
- Nikdy

18. Čo si myslíte o obsahu AgroVinica na Instagrame a Facebooku?

(Vyberte jednu možnosť)

- Veľmi sa mi páči! Je to zaujímavé a užitočné.
- Je to v poriadku, ale dalo by sa to vylepšiť.
- Veľmi sa o to nezaujímam.

19. Ako často sledujete alebo sa zapájate do obsahu AgroVinica na sociálnych sieťach?

(Vyberte jednu možnosť)

- Denne
- Týždenne
- Mesačne
- Zriedka
- Nikdy

20. Prečo nesledujete AgroVinica na sociálnych sieťach?

(Vyberte jednu možnosť)

- Nevedel/a som, že AgroVinica má sociálne siete.
- Nemám záujem o obsah, ktorý zverejňujú.
- Nepoužívam sociálne siete často.
- Sledujem iné podobné značky.
- Nezaujíma ma obsah, ktorý zverejňujú.

21. Kde preferujete prijímať aktualizácie od AgroVinica?

(Vyberte všetky, ktoré sa vás týkajú)

- Sociálne siete (Facebook, Instagram)
- Domovská stránka webovej stránky
- Emailové newslette
- Iné: _____

1. Aké sú preferované spôsoby komunikácie so zákazníckou podporou?

(Vyberte jednu možnosť)

- Email
- Live chat (online chat)
- Telefonický hovor
- Sociálne siete
- Iné: _____

2. Aký typ obsahu považujete za najzaujímavejší od AgroVinica?

(Možné vybrať viac odpovedí)

- Zľavy a akcie (napr. ponuky pri Black Friday, špeciálne ponuky ako 2+1 zadarmo)
- Novinky
- Vzdelávací obsah (tipy na záhradkárčenie, starostlivosť o rastliny, výživa pre zvieratá)
- Sezónne odporúčania (napr. starostlivosť o zvieratá v zime, najlepšie hnojivá na jar, ochrana záhrady v lete)
- Najpredávanejšie a odporúčané produkty
- Porovnanie cien a špeciálne ponuky (napr. označenia najlepšej ceny, dostupnosť produktov)
- Odporúčania na BIO a organické produkty
- Súťaže a darčeky
- Iné: _____

24. Ako by ste ohodnotili svoju celkovú skúsenosť s e-shopom AgroVinica?

(Ohodnoťte každý aspekt od 1 do 5.)

1 = Výborné 5 = Veľmi zlé

- Jednoduchosť navigácie
- Sortiment produktov
- Podmienky doručenia
- Spôsoby platby
- Vzhľad a dizajn e-shopu
- Jasnosť podmienok/pravidiel e-shopu
- Zľavy a akcie
- Čas reakcie zákazníckeho servisu
- Jednoduchosť procesu dokončenia objednávky
- Dostupnosť podrobných popisov produktov
- Kvalita a jasnosť obrázkov produktov

25. Ako primárne nakupujete na AgroVinica?

(Vyberte jednu možnosť)

- Nakupujem cez mobilný telefón
- Nakupujem cez počítač
- Nakupujem cez obidva (mobilný telefón aj počítač)

26. Ako často ste navštívili webovú stránku alebo obchod AgroVinica?

(Vyberte jednu možnosť)

- Pravidelne (raz týždenne alebo častejšie)
- Často (niekoľkokrát za mesiac)
- Príležitostne (niekoľkokrát do roka)
- Iba raz
- Nikdy som nenavštívil/a
- Iné: _____

28. Ako často by ste chceli prijímať newslettery?

(Vyberte jednu možnosť)

- Týždenne
- Mesačne
- Iba pri špeciálnych ponukách

29. Aké ďalšie online obchody používate na nákup podobných produktov?

(Krmivá pre zvieratá, záhradkárske potreby, vinárske potreby a zaváranie, farmárske potreby)

(Otvorená otázka)

30. Odporučili ste AgroVinica iným?

(Áno / Nie / Prečo áno alebo prečo nie?)

(Otvorená otázka)

Demografické otázky:

31. Aké je vaše pohlavie?

(Vyberte jednu možnosť)

- Muž

- Žena
- Nechcem uvádzať

32. Aká je vaša veková skupina?

(Vyberte jednu možnosť)

- 18–24
- 25–34
- 35–44
- 45–54
- 55–64
- 65+
- Nechcem uvádzať

33. Kde bývate?

(Vyberte jednu možnosť)

- Slovensko
- Česká republika
- Nechcem uvádzať
- Iné: _____

34. Bývate v mestskom alebo vidieckom prostredí?

(Vyberte jednu možnosť)

- Vidieku
- Meste
- Nechcem uvádzať
- Iné: _____

35. Aká je najvyššia úroveň vášho vzdelania?

(Vyberte jednu možnosť)

- Základná škola
- Stredná škola
- Bakalársky titul
- Magisterský titul alebo vyššie
- Nechcem uvádzať
- Iné: _____

36. Aký je váš približný mesačný príjem?

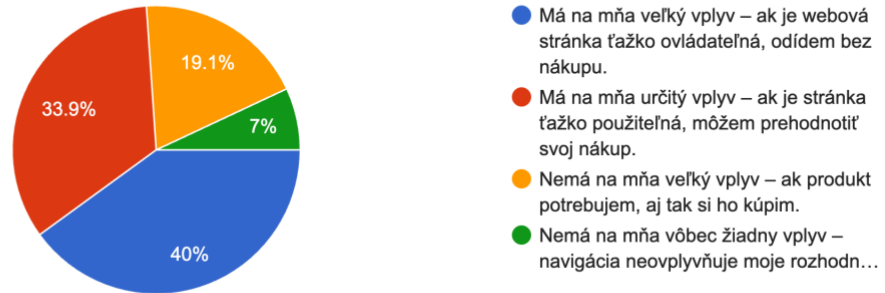
(Vyberte jednu možnosť)

- Menej ako 500 €
- 500 € – 1 000 €
- 1 000 € – 1 500 €
- 1 500 € – 2 000 €
- Viac ako 2 000 €
- Nechcem uvádzať

APPENDIX P III: QUESTIONNAIRE RESULTS

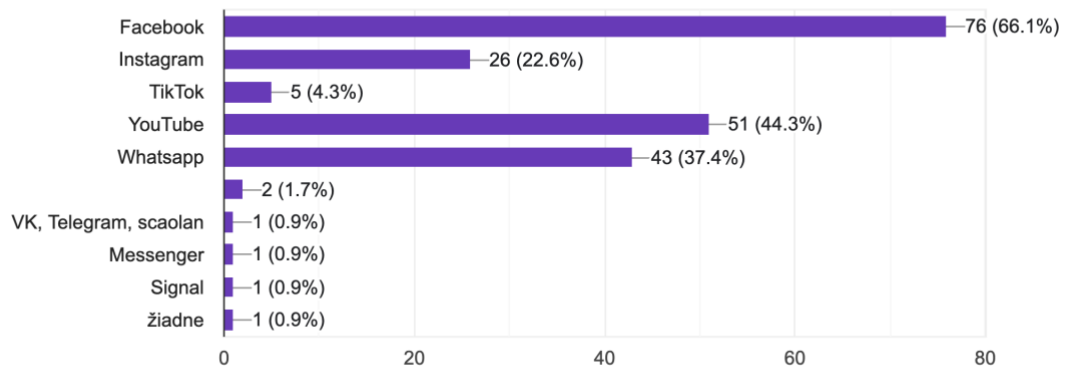
Aký veľký vplyv má jednoduchosť navigácie na webovej stránke na vaše rozhodnutie o nákupe?
(Zvážte, ako ľahko môžete nájsť produkty, prehliadať kategórie a dokončiť objednávku.)

115 responses



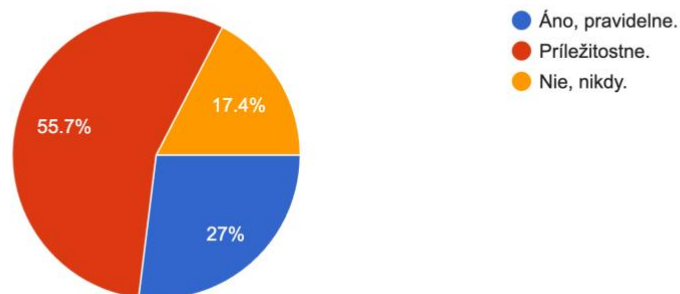
Ktoré sociálne médiá používate najčastejšie?

115 responses



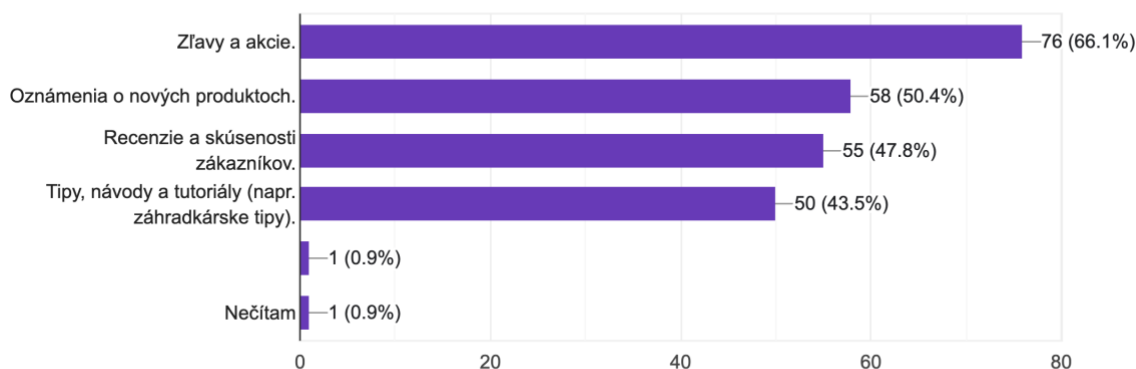
Sledujete e-shopy na sociálnych sieťach?

115 responses



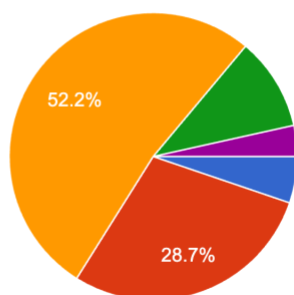
Aký typ obsahu by ste chceli vidieť na sociálnych sieťach e-shopu?

115 responses



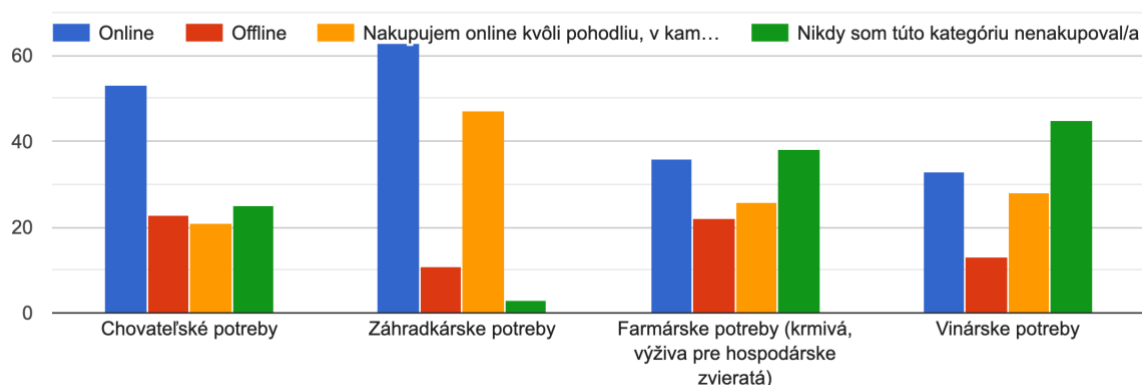
Do akej miery ovplyvňujú zákaznícke recenzie vaše rozhodnutia pri online nákupe?

115 responses

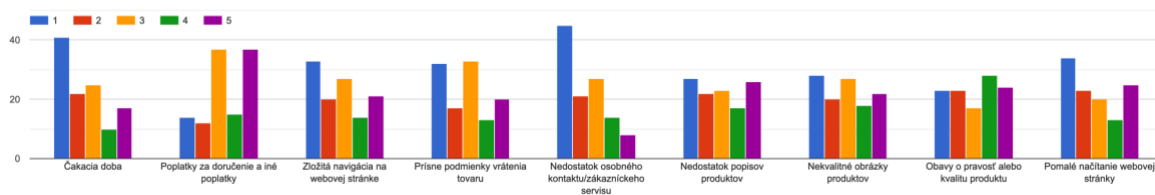


- Nevyhnutné – vždy si pred nákupom čítam recenzie a bez nich nenakúpim.
- Veľmi dôležité – uprednostňujem čítanie recenzií, ale môžem nakúpiť aj bez nich.
- Má určitý význam – recenzie mi pomáhajú, ale väčšinou sa rozhoduje...
- Nemá na mňa žiadny vplyv – recenzie pred nákupom takmer nečítam.
- Vôbec nie – pred nákupom si nikdy nečítam zákaznícke recenzie.

Ako uprednostňujete nakupovanie nasledujúcich kategórií produktov?

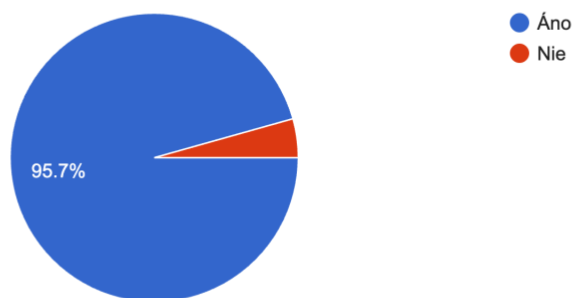


Do akej miery vám nasledujúce faktory bránia v online nákupe? 1= vôbec ma to netrápi 5 = je to veľký problém



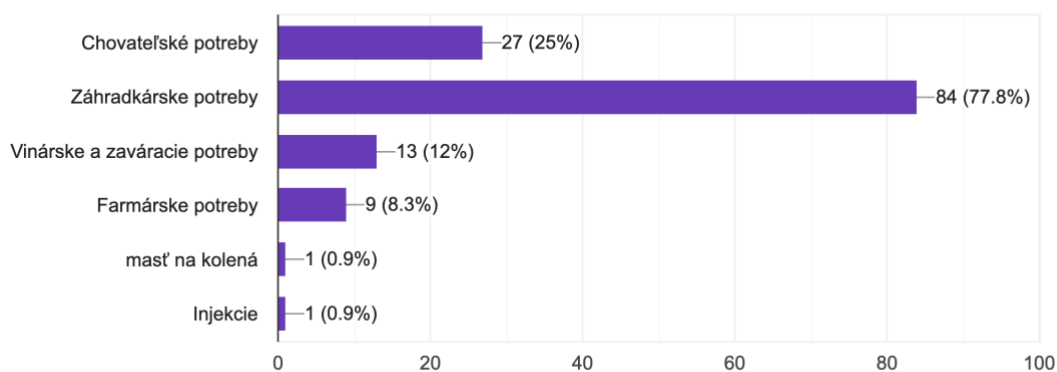
Navštívili ste už webovú stránku AgroVinica?

115 responses



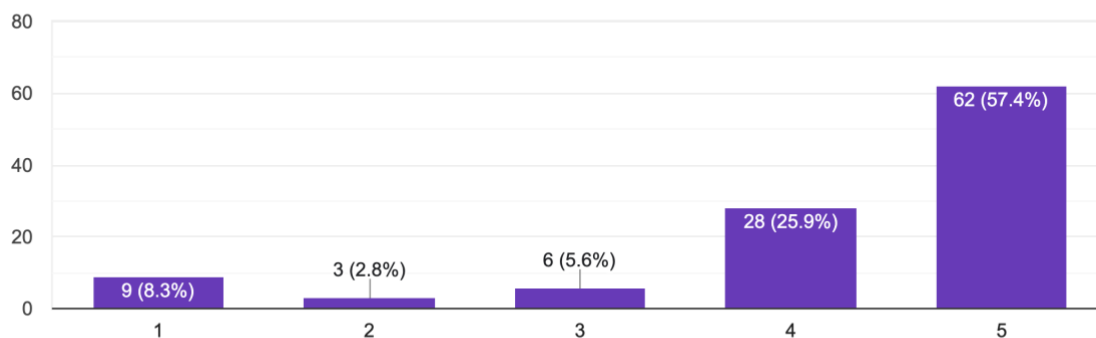
Ktorú kategóriu produktov ste si zakúpili? (Vyberte všetky, ktoré sa vás týkajú).

108 responses



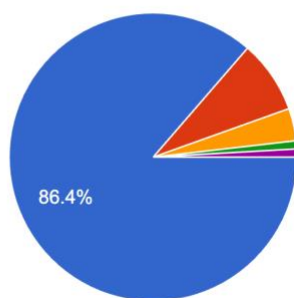
Ako by ste ohodnotili svoju celkovú nákupnú skúsenosť s AgroVinica?

108 responses



Ako ste sa dozvedeli o AgroVinica?

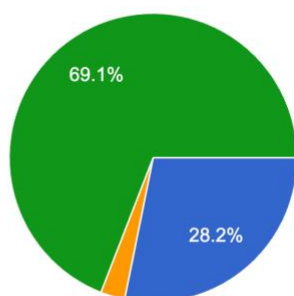
110 responses



- Cez internetový prehliadač (napr. Google)
- Sociálne siete (Facebook, Instagram a pod.)
- Odporúčanie od priateľa alebo rodiny
- nepamätám si
- v minulosti kúpou len v kamennej predajni

Sledujete AgroVinica na sociálnych sieťach?

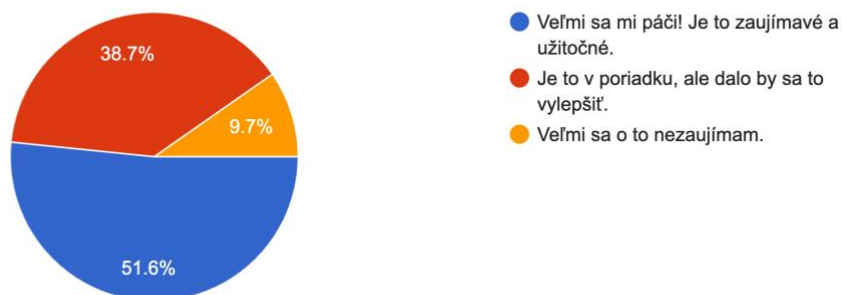
110 responses



- Áno, na Facebooku
- Áno, na Instagrame
- Áno, na Facebooku aj Instagrame
- Nie, nesledujem

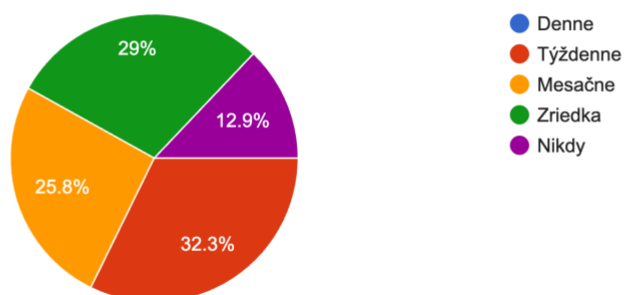
Čo si myslíte o obsahu AgroVinica na Facebooku?

31 responses



Ako často sledujete alebo sa zapájate do obsahu AgroVinica na sociálnych sieťach?

31 responses



Skúsenosť so sociálnymi sieťami: Instagram

Čo si myslíte o obsahu AgroVinica na Instagrame?

0 responses

No responses yet for this question.

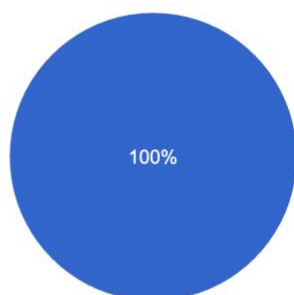
Ako často sledujete alebo sa zapájate do obsahu AgroVinica na sociálnych sieťach?

0 responses

No responses yet for this question.

Čo si myslíte o obsahu AgroVinica na Instagrame a Facebooku?

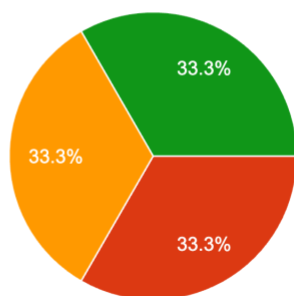
3 responses



- Veľmi sa mi páči! Je to zaujímavé a užitočné.
- Je to v poriadku, ale dalo by sa to vylepšiť.
- Veľmi sa o to nezaujímam.

Ako často sledujete alebo sa zapájate do obsahu AgroVinica na sociálnych sieťach?

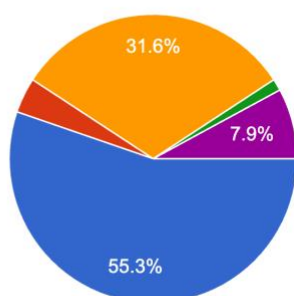
3 responses



- Denne
- Týždenne
- Mesačne
- Zriedka
- Nikdy

Prečo nesledujete AgroVinica na sociálnych sieťach?

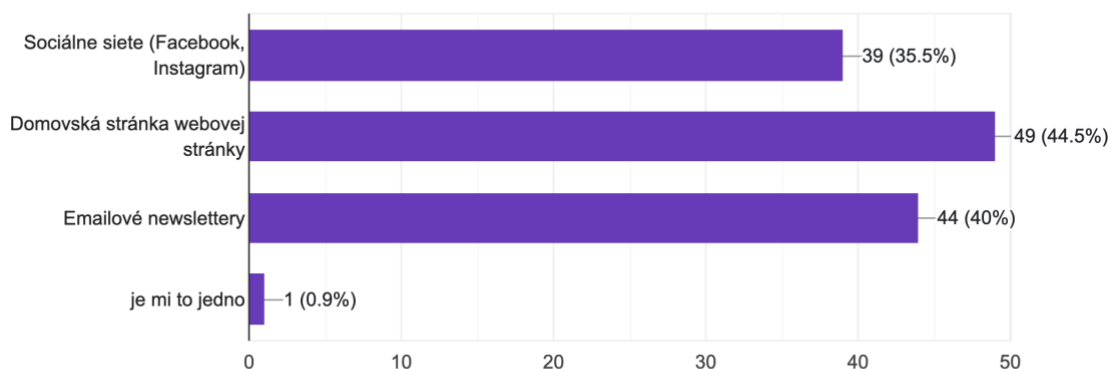
76 responses



- Nevedel/a som, že AgroVinica má sociálne siete.
- Nemám záujem o obsah, ktorý zverejňujú.
- Nepoužívam sociálne siete často.
- Sledujem iné podobné značky.
- Nezaujíma ma obsah, ktorý zverejňujú.

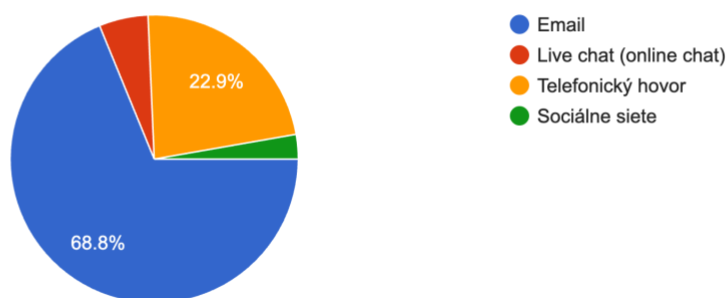
Kde preferujete prijímať aktualizácie od AgroVinica? (Vyberte všetky, ktoré sa vás týkajú).

110 responses



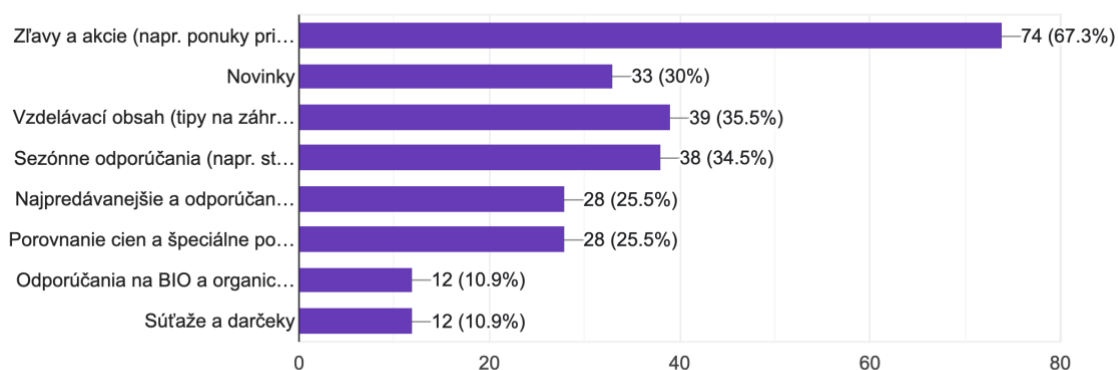
Aké sú preferované spôsoby komunikácie so zákazníckou podporou?

109 responses

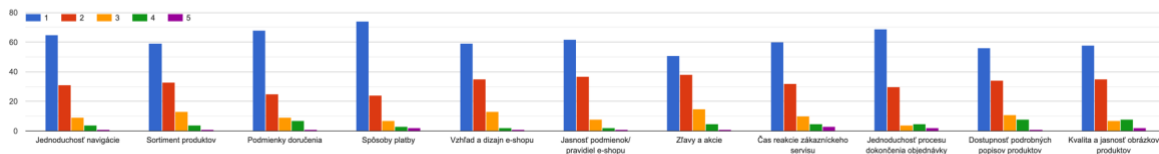


Aký typ obsahu považujete za najzaujímavejší od AgroVinica?

110 responses

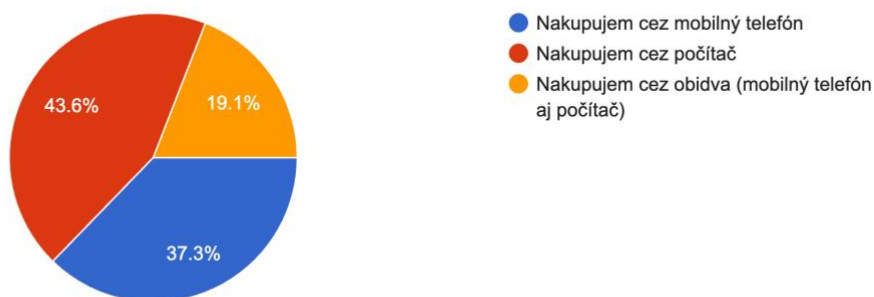


Ako by ste ohodnotili svoju celkovú skúsenosť s e-shopom AgroVinica? (Ohodnoťte každý aspekt od 1 do 5). 1 = Výborné 5 = Veľmi zlé



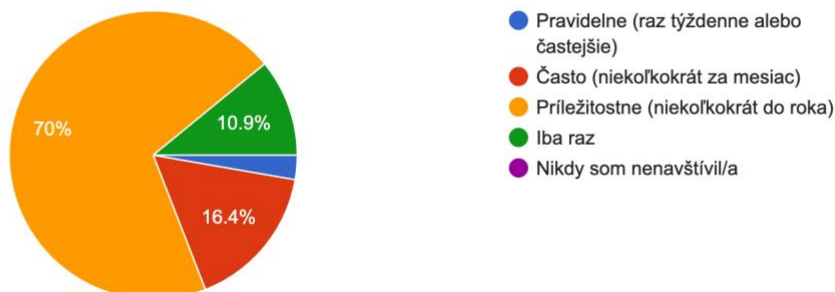
Ako primárne nakupujete na AgroVinica?

110 responses



Ako často ste navštívili webovú stránku alebo obchod AgroVinica?

110 responses



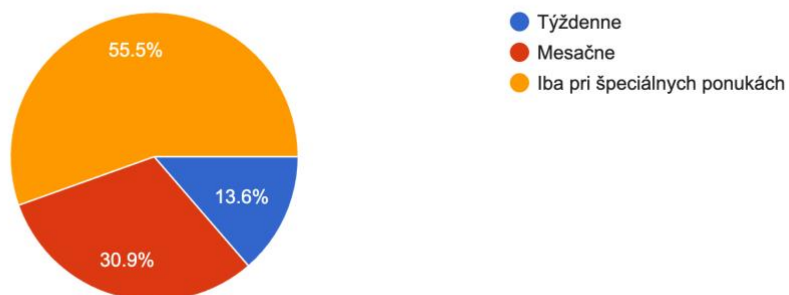
Aký typ newsletterov by ste mali najväčší záujem prijímať od AgroVinica?

110 responses



Ako často by ste chceli prijímať newslettery?

110 responses



Aké ďalšie online obchody používate na nákup podobných produktov?

(Krmivá pre zvieratá, záhradkárske potreby, vinárske potreby a zaváranie, farmárske potreby)

68 responses

Žiadne

Superzoo

Krmivá pre zvieratá

žiadne iné

Plantex

Málokedy

Záhradné, vinohradnícke

krmivá pre zvieratá,zaváranie

Kémia pre zvierata

Odporučili ste AgroVinica iným? (Áno/Nie/Prečo áno alebo prečo nie?)

90 responses

Áno

áno

Nie

Áno, vlastná skúsenosť

Áno dobrý výber a cena

Ano, bol som spokojný

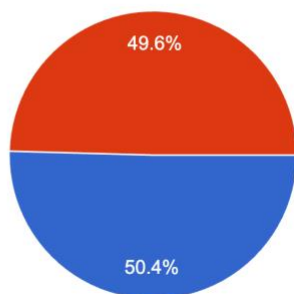
samozrejme,

Áno, pre dobré vybavenie mojej objednávky a rýchle.

Áno.

Aké je vaše pohlavie?

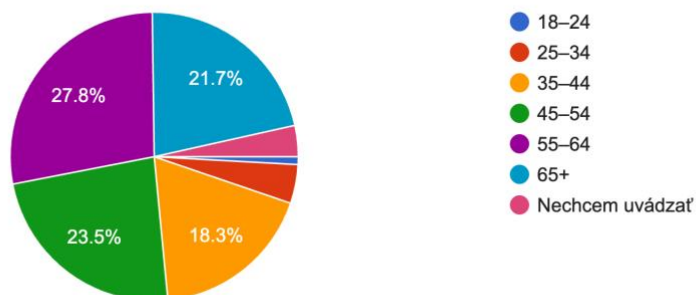
115 responses



● Muž
● Žena
● Nechcem uvádzať

Aká je vaša veková skupina?

115 responses



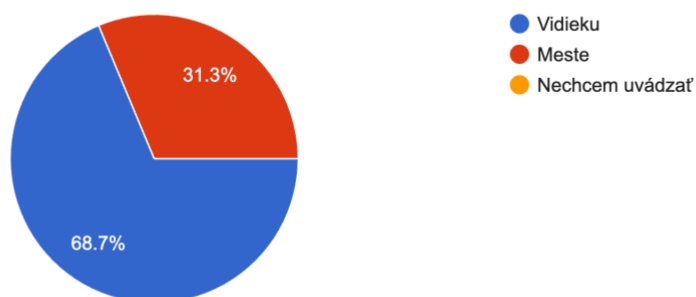
Kde bývate?

115 responses



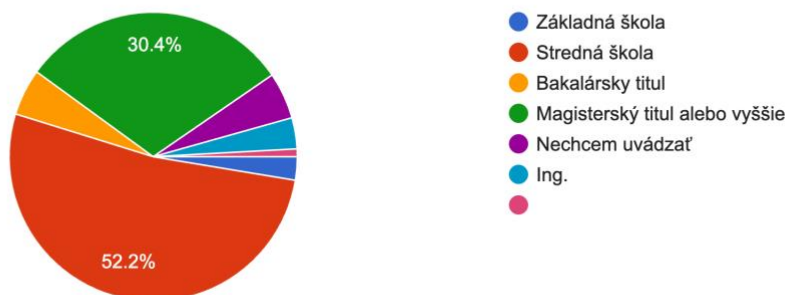
Bývate v mestskom alebo vidieckom prostredí?

115 responses



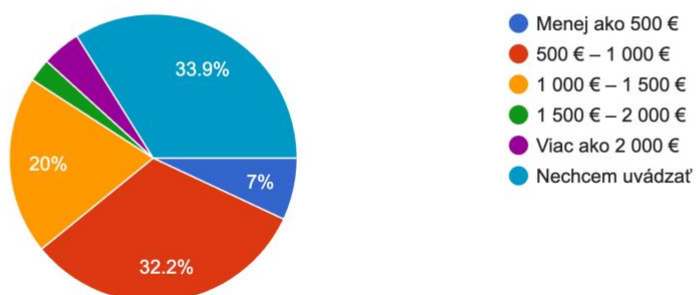
Aká je najvyššia úroveň vášho vzdelania?

115 responses



Aký je váš približný mesačný príjem?

115 responses



APPENDIX P IV: QUALITATIVE INTERVIEW

1. Could you briefly introduce AgroVinica, including its core business and a bit of its history?

AgroVinica is a retail company based in the south of Slovakia, in the Hungarian-speaking region. We specialize in consumable goods for gardeners, pet owners, and individuals who keep farm animals. Rather than machinery, our focus is on products that are regularly consumed, such as dog food, fertilizers, plant substrates, and gardening chemicals.

Our business operates through two main channels: three physical retail stores and an online store serving the Slovak market. The online segment currently holds approximately 0.5% of the market share in Slovakia.

The company was founded four years ago by my parents, who have been involved in business since the regime change in 1991. I joined AgroVinica as Managing Director in February of last year.

Currently, we have around ten employees. This includes myself and my mother, who is actively involved in the business. My father is no longer active. Additionally, we have two managers, several sales assistants, warehouse staff, and a few interns who work in our Budapest office, focusing on the technical aspects of the business.

2. What are the main product categories you focus on, and who is your primary target audience?

Our main product categories are focused on consumables for gardening, pet care, and small-scale farming.

In the gardening segment, we primarily offer fertilizers, plant protection chemicals, substrates, and seeds. Recently, we have also introduced live plants to our product range.

For pet care, we sell consumable products such as dog and cat food, bird feed, pet shampoos, and toys.

Additionally, we cater to farmers and vineyard owners, providing supplies needed for winemaking and animal feed for poultry and pigs.

Our target audience includes anyone engaged in these activities, regardless of age, social status, or gender. We focus on hobbyists and regular consumers rather than the high-end market, offering practical and widely used products.

3. What are the key factors that influence your customers' purchasing decisions?

Price is one of the most significant factors, particularly in Slovakia, where disposable income is among the lowest in the EU. In physical stores, we aim to offer low-priced products because most customers in our location can only afford budget-friendly options. However, we also cater to niche customers who have specific needs, such as organic fertilizers or rare seed varieties.

In the online market, price remains important, but it is more about being competitively priced relative to competitors rather than just having the lowest price. Online customers often compare prices across multiple retailers before making a decision.

In brick-and-mortar stores, customer loyalty plays a bigger role, especially when incentivized through loyalty programs or discounts. Regular customers are more likely to return if they feel they receive good value and personalized service.

Beyond pricing, visibility is another critical factor, particularly online. Customers who are already searching for a specific product are more likely to convert if they see us at the top of search results.

Additionally, seasonality plays a major role, especially in the online market, where demand fluctuates significantly. For example, website traffic in February is often just one-sixth or one-eighth of the traffic in March, with peak interest occurring in spring. In contrast, December, January, and February are typically the slowest months. While we have managed to balance seasonality better in physical stores, it remains a challenge for our online sales.

Lastly, customer service and personalization play an essential role. Many customers reach out via phone or email to ask for product recommendations or assistance in placing an order. Providing quick, helpful responses strengthens trust and encourages repeat purchases.

4. Who do you consider the main competitors of AgroVinica in the Slovak market in terms of online presence and marketing?

Our main competitors are businesses that follow a vertically integrated retail model, meaning they purchase, store, and handle the delivery of products internally. Among them, the two biggest players in the market are Agrona.sk and Lacnepostreky.sk. There are also many other smaller competitors who attempt a similar approach, but they are not as successful to a measurable degree.

If we look solely at product offerings, Mall.sk is the largest competitor. However, their business model is fundamentally different, as they operate as an intermediary rather than a direct retailer. Similar to Amazon, they do not hold stock themselves but instead connect suppliers with consumers.

In brick-and-mortar retail, we primarily compete with small, independent stores within a 30-kilometer radius. These businesses often have significantly higher prices due to their smaller scale and lack of bulk purchasing power. Fortunately, we do not face competition from large retail chains in our area, as it is relatively rural, making it less attractive for large-scale chain expansion.

5. What specific strengths do your competitors have in terms of online presence?

Our competitors benefit from better economies of scale, allowing them to offer lower prices for the same products while maintaining higher profit margins. This financial advantage enables them to invest more in marketing, whether by hiring specialized staff or working with external agencies, despite the high costs associated with digital marketing services.

In contrast, our budget is much tighter, meaning we must be highly strategic and efficient in our marketing efforts. While larger competitors can afford trial-and-error approaches, testing different campaigns without significant financial risk, we have no room for ineffective attempts and must focus on high-return strategies from the outset.

6. Have you adopted any specific practices from your competitors?

No, we have not directly adopted any specific strategies or practices from competitors.

7. How do you differentiate yourself from competitors in terms of product range, pricing, and digital communication? Do you have any unique selling points?

Our product range includes two types of consumable goods. First, we stock well-known and widely used brands in Slovakia, such as N&D for pet food and Flora Service for garden chemicals, which have been recognized since the 1990s. Second, we import exclusive products from Hungary, Lithuania, and Poland, which are not readily available in Slovakia. This gives us a competitive advantage, as customers looking for specific or unique items can only find them in our store.

In terms of pricing, we balance affordability with quality. While we do not always offer the lowest prices, we focus on providing a selection that meets customer demand while ensuring sustainability for our business.

For digital communication, we have strengths and weaknesses. Our biggest strength is high efficiency in pay-per-click (PPC) advertising, where we achieve a better return on investment than many competitors. However, our social media presence is relatively weak due to limited effort and time dedicated to it. Many competitors invest more heavily in social platforms, whereas we prioritize targeted advertising and direct customer engagement for higher conversion rates.

Overall, our unique selling points include exclusive product offerings, effective digital advertising strategies, and a loyal customer base that values both affordability and niche product availability.

8. Have you noticed any recent industry trends or changes in customer behavior?

Yes, there have been significant changes, particularly in the post-COVID era, which I consider entirely different from the pre-COVID market.

One major trend is the decline of brick-and-mortar retail in the gardening sector. Physical stores are closing at an increasing rate, while online sales are projected to grow by approximately 7% per year over the next five years in the online gardening retail market.

However, growth is no longer driven by product quantity but by quality and niche preferences. Customers today have access to an abundance of information about their hobbies, which enables them to make very specific purchasing decisions. For example, five years ago, organic fertilizers derived from earthworms were extremely difficult to sell due to their high price. Today, these specialized products are in demand, while well-established brands from the 1990s are struggling unless sold at significantly lower prices. This shift demonstrates a clear move toward niche products and personalized consumer preferences.

Another key trend is the decline in customer loyalty. In the past, customers would repeatedly buy from the same store out of habit or brand trust. Now, purchasing decisions are less influenced by previous shopping experiences and more by factors such as convenience, pricing, and specific product availability.

Interestingly, in our physical stores, we have observed a psychological effect linked to package pickup points. Customers who come to pick up an order from any retailer often

experience a small dopamine boost upon receiving their package. This positive association with the physical space of our store sometimes encourages them to return—not necessarily because of loyalty, but because they had a previous pleasant experience when visiting.

9. What platforms do you currently use for communication and sales?

Our primary communication and sales channels are our website and email marketing. These are the most effective tools for reaching our customers and driving sales.

We occasionally use Facebook, but its role in our overall strategy is minimal. While the website naturally integrates with search engines for organic reach, we do not actively invest in social media as a core sales channel.

We have an Instagram account, but we do not use it actively.

10. What role does social media play in your strategy? Which platforms do you focus on the most?

Social media plays a minor role in our overall sales strategy. Facebook is the only platform we actively use, but rather than being a primary sales driver, it serves as a short-term tool when we need to attract additional customers quickly.

In our experience, Facebook has not generated significant results for online sales, which is why we do not rely on it heavily. However, for brick-and-mortar stores, it is more effective. Store managers can post updates about new arrivals, share photos or videos, and take advantage of Facebook's strong geographic targeting features to attract local customers.

When we need an immediate increase in store traffic, Facebook is useful in drawing customers into physical locations through targeted promotions and local advertising.

11. Have you ever run any social media advertising campaigns, whether paid or unpaid? What results have you observed?

I have not run any full-scale social media advertising campaigns, but I have occasionally promoted individual posts. When I do run paid Facebook ads, I usually limit the budget to a few hundred euros.

However, the engagement and overall results have been mediocre, and I cannot recall any particularly successful campaign. While these efforts have not significantly contributed to online sales, they have been somewhat effective in driving foot traffic to physical stores.

12. What type of social media content is most effective in attracting customers to the shop?

Content that features people and showcases product availability tends to perform best. For example, posts that display fully stocked shelves, newly arrived inventory, or large product deliveries—such as a truck unloading 1,000 plants—often receive the most engagement. Additionally, posts that include friendly sales assistants create a welcoming image and encourage customers to visit the store.

Attempts to build a narrative around specific products have not been particularly successful so far. While storytelling can be an effective marketing tool, it is challenging to apply to a broad product range, especially for garden chemicals, which do not naturally lend themselves to engaging stories.

13. Do promotions, sales, or discounts work well on social media?

Yes, promotional offers are highly effective. For instance, our email marketing campaigns yield strong results. With an email list of over 11,000 contacts, a simple 8% discount offer can generate approximately 5,000 sales. Even small percentage discounts have a notable impact on customer purchases.

**14. Are you considering expanding your social media presence in the future?
Why or why not?**

Yes, I am definitely considering expanding our social media presence. However, my approach will be selective.

I do not see Instagram as a valuable platform for our business, even if our product range became more niche. Similarly, I do not plan to invest heavily in Facebook for online sales, but I will continue using it to improve engagement for our brick-and-mortar stores.

Instead, my primary focus will be on X (formerly Twitter) and YouTube. X offers high potential returns, as advertising competition is still relatively low, and user engagement is growing. However, Slovakia previously had strict regulations that prevented advertising on the platform, which is why we have not utilized it yet.

Additionally, we plan to invest in YouTube content, particularly educational videos showcasing our products. This strategy aims to establish trust by demonstrating expertise in our industry. We will also create shorter video content to reach a broader audience and improve brand visibility. We expect to launch these efforts this spring.

15. Do you consider using influencer marketing or collaborating with industry experts to increase brand awareness?

I have considered influencer marketing, but I do not find it reasonable for my current product range. At the moment, our online and brick-and-mortar stores mirror each other, which is not ideal for an effective influencer strategy. However, once we restructure our online offerings, I would be open to implementing influencer marketing.

Rather than paying large sums to well-known influencers, I would prefer to use an affiliate marketing approach. Instead of working with agencies or middlemen to connect with major influencers, I aim to develop a system for generating affiliate links. This would allow smaller influencers, even those with 500–1,000 followers, to promote our products in exchange for a commission based on actual sales results.

This approach ensures cost-effectiveness and performance-based rewards, as influencers would earn only if their efforts generate revenue. I have no interest in paying lump sums for a single promotional video without measurable returns.

16. Do you measure the success of your social media efforts? Do you use tools like Meta for tracking KPIs?

Yes, we do measure the effectiveness of our social media efforts, but we keep it simple and focused on direct financial results.

The only key performance indicator (KPI) we track is return on ad spend (ROAS)—essentially, how much revenue a particular advertisement, social media post, or email campaign generates compared to its cost.

We do not conduct extensive tracking beyond this metric, as our priority is ensuring that every marketing investment translates directly into measurable sales.

17. How do customers typically discover AgroVinica?

Customers primarily discover AgroVinica through Google searches. When they search for a specific product that we offer, our advertisements and search engine optimization (SEO) strategies ensure that we frequently appear as a top result in Google.

Approximately 70% of new customers come through Google Ads, where we promote our products in paid search results. Another 20% find us through organic keyword searches, meaning they reach our website naturally without clicking on paid ads. The remaining 10% come from other sources, such as Facebook marketing, personal recommendations, or indirect online referrals.

Our primary focus is on Google advertising and SEO, as these methods consistently deliver the highest visibility and conversion rates.

18. What are the seasonal trends in customer purchasing behavior at AgroVinica? Are there specific products that sell best in certain months?

Customer purchasing patterns at AgroVinica are highly seasonal, with demand fluctuating based on specific gardening and pet care needs throughout the year.

- February–March: The peak demand is for seeds and substrates used for seed germination. Additionally, there is an increase in sales of gardening tools and chemicals as customers prepare for the planting season.
- September: Sales shift towards harvesting-related products such as baskets, buckets, and storage solutions for garden produce.
- November (Black Friday period): Customers tend to stock up for the entire year, anticipating price increases. This period sees a general increase in sales across various product categories.
- December (Christmas season): Discounts play a key role in driving sales, as many customers use this time to buy in bulk. After the holiday season, demand drops significantly.
- January–February: Sales are at their lowest, with minimal customer activity.
- Spring (March onward): The cycle begins again with a renewed focus on seeds and gardening essentials.

19. Which products perform best during peak sales periods like Black Friday and Christmas? Have you noticed any specific trends?

There are no specific standout products that consistently dominate during Black Friday and Christmas sales. Customers typically purchase across various categories, with a focus on bulk-buying and stocking up on discounted items. However, no clear pattern has emerged regarding which specific products sell best during these promotional events.

20. What are the most common customer questions or concerns before making a purchase?

There are no significant patterns of customer inquiries before purchasing. However, one notable trend is that older generations often prefer to place orders over the phone rather than using the online platform. Beyond this, there are no specific or frequently recurring concerns that stand out.

21. Do you actively collect customer feedback or reviews? If so, how?

Yes, AgroVinica actively collects customer feedback in multiple ways:

1. Review Cards: A physical review card is included in most package deliveries to encourage customers to leave feedback.
2. Heureka.sk (Third-party Platform): Customer reviews are automatically collected through Heureka.sk, a widely used e-commerce rating platform in Slovakia.

The company receives predominantly positive ratings (5-star reviews), with common compliments on quick delivery, easy payment, and great service. However, negative reviews (1-star ratings) tend to stem from human errors, such as delays in processing orders, lack of stock updates, or delayed refunds. There is rarely any feedback that falls between these extremes.

22. Do you collect feedback from physical store customers?

For brick-and-mortar stores, feedback is typically received verbally due to the rural setting of the shops. Many customers personally know the employees, which allows for direct, informal feedback about product preferences and service experiences.

23. Are there plans to change the online product range? If so, how?

Yes, there are plans to shift the online product range to cater to a higher-end market segment. The main changes will involve:

- Eliminating products optimized for brick-and-mortar retail that rely on brand recognition.
- Introducing premium, high-quality products, either by importing specialized goods from Hungary, Lithuania, and Poland or by sourcing exclusive products from small local manufacturers in Slovakia.

The goal is to differentiate the online store from its physical counterpart, ensuring it is more competitive and appealing to a broader, more quality-conscious customer base.

24. In addition to loyalty programs, special promotions, and email marketing, do you use any other retention strategies? How are these strategies executed? Do you have a structured approach, such as monthly marketing campaigns or newsletters?

We're not that organized when it comes to structured retention strategies like monthly campaigns or newsletters, but one key element that wasn't mentioned earlier is remarketing.

Specifically, remarketing through PPC campaigns is where most of our marketing budget goes. When a customer searches for a specific product, our store appears at the top of the search results. Once they've visited our site, we continue targeting them with ads across platforms like YouTube and other websites to keep our brand in front of them.

We do have a certain level of regularity when it comes to emails and ads, but we don't follow a fixed schedule. Instead, we focus more on performance—meaning, if we see that Return on Ad Spend (ROAS) is decreasing, we take that as a signal to adjust our efforts.

Originally, we had a more structured approach, but our current method, which is more flexible and adaptive, brings in more revenue. So, while it might seem less systematic, it works better given our budget constraints.

25. What do you see as the biggest challenge in growing your online presence and improving customer engagement?

The biggest challenge in expanding AgroVinita's online presence and increasing customer engagement is not solely budget constraints, but a combination of multiple factors. The most significant issue is internal management and operational efficiency. Effective internal organization is essential for scaling up, ensuring seamless workflows, and optimizing processes. Without addressing these structural inefficiencies, it becomes difficult to execute successful marketing strategies or handle growth effectively.

The second challenge is our product range. Currently, our online store largely mirrors our brick-and-mortar offerings, which is not ideal for e-commerce. To better meet the needs of online shoppers, we need to curate a more specialized product selection that caters to digital consumers rather than simply replicating the inventory of our physical stores.

Budget constraints come third. While financial limitations restrict our ability to invest in large-scale marketing campaigns or sophisticated digital strategies, we mitigate this by focusing on cost-effective tactics such as targeted pay-per-click (PPC) advertising and remarketing efforts.

Finally, price competitiveness is another major challenge. In the online market, price sensitivity is high, and customers frequently compare prices across multiple retailers before making a purchase. Many of our competitors operate with greater economies of scale, allowing them to offer lower prices, which can make it difficult for us to compete purely on cost. Instead, we focus on delivering value through customer service, product quality, and targeted marketing strategies.

26. What aspects of internal communication could be improved?

One of the key areas for improvement in internal communication is expanding the use of more platforms to enhance both our external marketing efforts and internal coordination. Currently, our approach to digital communication is limited, and adopting additional platforms could help streamline operations and strengthen engagement with customers.

Another significant improvement would be creating a more consistent and cohesive narrative across our communication channels. This includes two main elements. First, we should focus on producing educational and knowledge-sharing content, such as informative videos that build trust and demonstrate our expertise in the industry. Second, our product range should be curated in a way that aligns with storytelling opportunities.

For instance, certain niche products—like vermicompost fertilizers—naturally lend themselves to engaging narratives. We could create content around the process of how these fertilizers are made, their environmental benefits, and their impact on gardening, which would resonate with our audience. However, the majority of our current products do not easily fit into a compelling narrative. Moving forward, a more strategic selection of products that allow for engaging storytelling could significantly improve how we communicate our brand's value.

27. What marketing strategies have been the most successful in driving sales and customer engagement?

The most effective marketing strategy for AgroVinica has been Google Ads, specifically remarketing campaigns.

28. Have you tested A/B campaigns or conducted any customer service or digital marketing experiments? If yes, what insights did you gain?

We have never conducted A/B testing in a structured or simultaneous manner. Instead, we have made sequential adjustments over time, choosing the option that seemed to perform better. However, our approach has not been particularly strict or analytical.

29. Do you see any areas for improvement regarding the website? Are you open to investing in user experience improvements?

Yes, there are areas for improvement, but due to certain technical constraints, making significant upgrades to the current platform is not optimal at this stage. To achieve noticeable improvements, we would likely need to migrate to a different platform entirely.

That said, one ongoing area of improvement is the backend management of the website. We continuously work on optimizing stock level synchronization, updating product descriptions, and improving search engine optimization (SEO) on the technical side. However, in terms of user experience, the platform we currently use for the Slovak market has limitations that make enhancements difficult.

Looking ahead, we are developing better website versions for other markets, such as the Czech and Polish markets, where user experience will be a greater focus. However, this transition is being handled gradually to minimize upfront costs and ensure a smooth transition. For now, the Slovak website will remain as it is, with improvements being made within the existing constraints.

30. What role do digital innovations play in your long-term strategy? Have you explored AI-driven customer service tools like chatbots or automated responses? How do you see data personalization shaping your future strategies?

Digital innovations are at the core of my long-term strategy, but not necessarily in customer-facing areas like AI-driven surveys or automated responses. Instead, our primary focus is on optimizing internal operations, such as workforce management and administrative processes, where digitalization can provide the most significant improvements. While AI-

driven tools for customer experience, like chatbots, could be useful, they are not a priority at the moment. If I had to assign importance, I would allocate 90% of our digitalization efforts to improving operational efficiency and only 10% to customer-facing automation. That being said, I recognize the potential benefits of AI in enhancing customer interactions, and while it is not a current focus, it is something we may implement in the future.

31. If you had to identify three priorities for improving AgroVinica's digital marketing efforts in the next year, what would they be?

The first priority is improving the backend infrastructure, including data management and streamlining internal workflows to ensure better efficiency in operations and marketing execution.

The second priority is expanding our presence on YouTube and X (formerly Twitter). These platforms offer significant opportunities, particularly in organic reach and engagement, and we plan to leverage them for educational and brand-building content.

The third priority is refining our product selection and promoting it more systematically, particularly through price comparison engines like Heureka.sk, as well as through non-paid advertising methods such as Facebook posts and email marketing. The goal is to present our products in a structured and compelling narrative rather than relying solely on pay-per-click advertising.