

## Strategic Communication master's degree – Case study evaluation

**Format:** Please make sure you 1) Include **your name** on the document, 2) Save the file with your name, 3) Save the file as a pdf and upload on the online platform at the end of the exam

**Evaluation:** Read the 3 questions. Make sure you answer to all. Maximize your time for thinking, analysing and recommending, rather than finding new info.

Therefore, make sure you base your arguments (opinion/solutions).

### Case study

#### *An introduction to the company*

ReFuel Solutions is a technology company based in Modena, Italy, the heart of the Motor Valley. Manufacturer and provider of a sustainable solution called BiodieselKit allowing existing diesel systems to operate on 100% Biodiesel - B100 - throughout the year, even during very cold weather conditions.

Driving with B100 biodiesel fuel saves CO2 emissions up to 80% and PM emissions of 60%. BiodieselKit is a sustainable solution, easy to install and supporting carbon emissions savings in the road transport segment. The founders of ReFuel Solutions are within the organization and cover all technical and international business areas giving the company a strong and solid fundament to develop and further grow the business globally. ReFuel Solutions is a young, committed, driven and skilled team with the desire to leave a positive footprint in the world, while being part of the energy transition. Up to true sustainable mobility. The BiodieselKit market launch takes place by mid 2023. Starting in the Europe market and followed by US end of 2023. Other emerging countries to market BiodieselKit are considered.

#### *Communication aims.*

ReFuel Solutions born as a start-up has the need to reposition itself as an innovative, reliable and expert company operating in the sustainability industry, by abandoning the image of start-up. The key focus will be on **3 pilot projects** in which ReFuel Solutions will collaborate with logistics companies to modify their vehicles and make them eco-friendly by using biodiesel.

1. The first **logistics company transports goods** for large companies that produce **food items** throughout Italy. It is also worth considering involving this third company.
2. Another pilot project will be with a **logistic company that transport luxury cars in Modena**, so the key concept to emphasize is the reliability of the company.
3. And third, ReFuel Solutions can also modify **diesel generators** to make them eco-friendly so image an application in a sustainable **event/tradeshaw**. Remember that using our technology cuts the PM of 60% in city centres.

The plan is primarily focused on LinkedIn and Facebook, with Twitter and Instagram as secondary platforms. The focus is on entrepreneurs who want to use technology to be more environmentally friendly.

More specifically, the goals are the following:

- To increase brand awareness and reputation as a reliable and innovative company in the transportation industry among stakeholders such as vehicle manufacturers, fuel producers, and large companies.
- To engage with potential partners and clients interested in eco-friendly transportation solutions.
- To highlight the company's expertise and experience in sustainability and transportation.

#### *Some previously analysis*

The following SWOT analysis has been developed and implemented.

**S:** They use cutting-edge, innovative, environmentally friendly, cost optimized products, they manage to have a large audience of technology buyers, they supply different branches of the same sector, which is transport, they offer transport services with their technologies, offering themselves as a green alternative in the transport sector. The technology is easy to implement, can be used on both old and new trucks, is young of engineers, accessible at much lower prices than all competing technologies, and low cost of maintenance.

They were able to catch the attention of the state and received state funding. From the communication point of view, the strength we find in the company is the consistency between the visual identity and the core value. Another strength of the company is that it is present in many social media platforms, even though it is still not very active.

**W:** Distribution not yet widespread, low brand awareness, little diversification of roles, lack of alignment of timing between communication and engineering side, they have not published since 2016, the website is poorly

created without even a search dropdown, little engagement in social, when they want to find private business partners, they have to promote themselves to them. Their communication is oriented on social to the public, whereas it should be B to B oriented.

**O:** Create an alternative to electricity, through sustainable power generation, staff expansion, new ideas of pilot projects, better optimize the investment of expenditure, resources and development, and extend the area of interest until 2035. They can start to create context, directed more on companies, that could build awareness and engagement. Create by zero a new website, with more information provided and more interaction, such as with a more effective call to action.

**T:** Being bought by car manufacturers in the transport sector, European regulations limited by the 2035 policy.

### ***Communication strategy and tactics***

The above analysis shows that ReFuel is a young start-up, run by young industry experts, which is looking for new figures in the field of engineering and communication.

Our strategy is based on getting people to know ReFuel and its reality, represented in our digital personas' studies. Ours is going to be an engagement campaign, which will mainly refer to the B2B market: this can benefit both the world of companies, because they will have a sustainable development with a sustainable communication and, from our point of view, working with important companies leads to a huge development, both from a skills point of view and economically.

Based on studies of our SWOT Analysis the storytelling typology for business engagement: "*REFUEL is an Italian start-up, formed by young minds, that aims to grow, creating fruitful connections with companies that have set themselves the tangible goal of making their businesses more sustainable. We provide the technology, easily applicable to different means of transporting people and goods, using biodiesel, which is a much less polluting fuel than traditional ones.*"

The company also provides a direct channel of communication with the company itself by offering an "education" of how customers who are users of our product could reduce their environmental impact and how they could benefit from it economically.

In fact, nowadays the issue of sustainable development is very much felt by companies and therefore it is essential to implement the goals of Agenda 2030 and with the company ReFuel Solutions it is possible to do so.

The ReFuel company in the online part focuses on LinkedIn and Facebook channels.

On LinkedIn, ReFuel engages in the opening of new job positions.

On LinkedIn and Facebook, ReFuel engages in conducting a monthly conference, where expert guests and the full ReFuel team will be present, to raise awareness of the issue. Companies subscribed to the page's official account will be automatically called from the company's official page.

The company should develop primarily B2B-focused tactics to implement the social media campaign, indeed in Swot Analysis this point represents a weakness:

1. **Share case studies and success stories:** Share case studies and success stories of companies that have implemented the BiodieselKit refuel technology to show the benefits and ROI of calculating the equivalent of CO2 emissions caused by fuel consumption. This can help create credibility and encourage other companies to consider the technology. For example, promotional videos and testimonials of the benefits that Refuel brings to companies that have decided, and will decide, to rely on our technology with disclosure of data showing this (fictitious data of director of a logistics company claiming 40% fuel emission reduction).
2. **Use sector-specific hashtags:** The start-up should start a format of weekly posts using sector-specific hashtags to reach potential partners and customers in the transport and sustainability sector. For example, #sustainabletransport, #biodiesel and #cleanenergy.
3. **Publish thought leadership content:** Our director, or communication expert, could publish thought leadership content, such as transformation and improvement pathways and blog posts, to showcase ReFuel Solutions' expertise and experience in sustainability and transportation. This can help the company establish itself as an industry leader and attract potential partners and customers.
  - We must try to create tangible motivations to why a radical shift in perspective is needed (embrace change).
4. **Job ads:** Refuel should also analyse the techniques of various competitors for using the LinkedIn platform and understand a targeted use of the said social and not copy and paste the same posts that

are created for other platforms. Next, he should start posting job ads on both LinkedIn and Facebook to attract new talent to the company with specialization in Communication and Engineering.

- ReFuel Solutions as an Italian start-up, needs to increase its connections with foreign countries and in search of new sustainable and cutting-edge technologies. The job advertisements that Refuel may periodically post should also be suggestive to those talents who may have more interest in a start-up than an established company. For example, the fact that they are more flexible work environments with free space for ideas and the opportunity to hold senior roles from the start.
5. **Participate in industry groups and forums:** The start-up can connect and participate in industry groups and forums on LinkedIn and especially on Facebook to connect with potential partners and customers to build greater connection with stakeholders and increase its network of relationships. This can help establish ReFuel Solutions as a reliable and trusted partner in the industry.
  6. **Organizing virtual events:** Finally, the Italian company could specialize in holding virtual events, such as webinars and Q&A sessions, to inform and raise awareness of potential partners and customers about sustainable transportation solutions and the benefits of BiodieselKit technology. This can help ReFuel Solutions establish itself as a thought leader in the industry and attract new partnerships and customers.

Overall, these B2B-focused tactics can help effectively implement the campaign on social media such as LinkedIn and Facebook can help build ReFuel Solutions' brand awareness and reputation, as reported in our data, attract potential partners and customers, and attract new talent to the company.

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**Based on the case study please answer to the following questions:**

**Question 1. Nowadays, integrated communication campaign are suggested for achieving a wider public. In the case only online strategies and tactics have been implemented. What kind of offline communication strategy and tactic could you suggest to the company for achieving the communication aims?**

**Question 2. Modern organizations need to use data for implementing and developing proper communication strategies. Has Refuel collected and analysed enough data for the development of the communication initiatives? According to your opinion why the “research” activity is so important for communication professionals? And what research methods (quantitative vs qualitative) could they use?**

**Question 3. An important phase in the communication plan is to segment audiences and publics. According to your opinion why it is so crucial? Has Refuel correctly segmented their audiences and publics? What kind of data (socio-demographic, cultural, behavioural) do you suggest collecting?**