

KYMENLAAKSON AMMATTIKORKEAKOULU

University of Applied Sciences

International Business / International Trade

Ville Aho

MARKETING PLAN FOR KIVIKEISARIT OY

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## ABSTRACT

KYMENLAAKSON AMMATTIKORKEAKOULU  
University of Applied Sciences

International Business

AHO, VILLE                      Marketing Plan for Kivikeisarit Oy

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Supervisor                      Dr. Jukka Tyrväinen, Principal lecturer

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Kivikeisarit Oy is a small two-person company that sells stones and stone based products, meant to be used in gardens and indoors as decorative or constructional elements. The market for such products is currently very spread and consists of a mixture of big companies and large variety of small and medium sized companies.

The goal of this thesis was to create a marketing plan for Kivikeisarit that would be realistic, far-reaching and most importantly feasible. The concentration has been in introducing and discussing marketing related options and ideas that the company can implement in order to develop their operations and reach their goals.

The research was carried out, by using statistical data from reliable sources alongside with marketing theories from respected authors. All conclusions have been explained in depth.

It is evident that the company could develop their business by investing into marketing. This thesis gives a good foundation on how this process should be executed and what are the feasible options available.

## REFERAATTI

KYMENLAAKSON AMMATTIKORKEAKOULU  
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Kivikeisarit Oy on pieni kahden hengen yritys, joka myy kiviä ja kiviperäisiä tuotteita käytettäväksi puutarhoissa sekä sisätiloissa koristeellisina tai rakenteellisina elementteinä. Kyseisten tuotteiden markkinat ovat tällä hetkellä erittäin hajautuneet ja koostuvat isoista yrityksistä sekä suuresta määrästä pieniä ja keskisuuria yrityksiä.

Tämän opinnäytetyön tavoitteena oli luoda Kivikeisareille markkinointisuunnitelma, joka olisi realistinen, kauaskantoinen ja ennen kaikkea toteuttamiskelpoinen. Konsentraationa oli esitellä markkinointiin liittyviä mahdollisuuksia ja ideoita, joita yritys voi toteuttaa kehittääkseen toimintojaan ja saavuttaakseen asettamansa tavoitteet.

Tutkimus on suoritettu käyttäen apuna sekä luetettavista lähteistä peräisin olevaa tilastotietoa, että arvostettujen kirjoittajien markkinointiteorioita. Kaikki johtopäätökset on perusteltu seikkaperäisesti.

On selvää, että Kivikeisarit pystyisi kehittämään toimintaansa panostamalla markkinointiin. Tämä opinnäytetyö luo perustan sille kuinka tämä prosessi tulisi toteuttaa ja mitä ovat saatavilla olevat toteuttamiskelpoiset vaihtoehdot.

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## 1 INTRODUCTION

This thesis concentrates on creating a marketing plan for a small company that sells different kinds of stones and stone products to be used in gardens or indoors as decorative elements. This company is known as Kivikeisarit Oy (LLC) and it operates in Nurmijärvi, which locates in southern Finland. The approach of this thesis is to introduce and explore ideas and methods that would bring real life value for the company in question. Therefore a conscious decision has been made to concentrate the research on concrete matters and exclude all that has been seen to be in minor or no importance for the company. The explanation of various theories has been kept brief in order to retain focus. In order to make the text easier for the reader to comprehend, few theories and ideas have been backed up with quotes from sources with necessary no real academic value. This decision has been made the company in mind. The concentration has not been in discovering a single right way to develop the company, but rather in introducing different possibilities for the company to choose from. The idea is to provide the reader with knowledge that they can use in order to form their own rationalized conclusions.

The second chapter of this thesis concentrates on the current situation. It focuses on analyzing the market by identifying the competitors and their strengths and weaknesses. In an important role is also defining the potential customer for the company. Internal analyze is carried out in order to identify the company's core competencies. The second chapter gives answers to the following questions: 'Who are the competitors?', 'Who are our customers?' and 'What are our advantages?'. The third chapter defines the company's marketing objectives and goals and discusses various options that the company can utilize in order to reach them. The third chapter answers questions such as: 'What is our product like?', 'What do we signal with our pricing?', 'Where should we advertise and how?' and 'How and where should we promote our products?'. In the fourth and final chapter the focal point is in drawing conclusions based on the earlier observations and implementing them into the company processes.

My intension was to provide Kivikeisarit with easily approached information that



the company would indeed find helpful and usable.

## 2 MARKET ANALYSIS

The very first step to take when creating a marketing plan is to analyze the market a company operates at present or which it is planning to enter. This will help a company to understand the market better by pointing out who are the customers and the competitors. (Bergström & Leppänen 2005, 53). According to Chisnall (2005, 5) *Without valid and reliable data marketing cannot be successful.*

### 2.1 Market definition

Kivikeisarit operates on a market, which to me seems to be a combination of smaller local actors and a couple of big national corporations, for example Tulikivi and K-Rauta. From other parts the market seems very scattered. No notable market leader can be identified among the smaller actors. The biggest manufacturer of natural stone products in Finland is Tulikivi, which is also one of the five largest stone processing companies in Europe. Nevertheless, Tulikivi is entirely concentrated on the production of soapstone. (Tulikivi 2009.) Except the big national corporations most of the operators on this market seem to only be present at their local markets.

In addition to the companies whose core business is stones and stone construction, there are a lot of other outlets that sell similar products alongside other goods. Most notably hardware stores such as K-Rauta and Rautia. Both of which are operated by Rautakesko and present nationally, K-Rauta with 42 stores and Rautia with 102 stores. (Kesko 2008.)

#### 2.1.1 Market size

The overall size of the market is very difficult to estimate due to the nature of the product. What can be said is that according to the Statistics Finland, excluding apartments, there were 11,725 houses in Nurmijärvi and over 1.35 million in the entire country in 2008 (Statistics Finland 2009b). In addition to the pre-existing

housing, 14,471 new houses were built in Finland in 2008 of which 195 in Nurmijärvi (Statistics Finland 2009, Nurmijärvi 2009). Based on these numbers it is possible to draw vague estimates of the market size when it comes to the amount of prospects. Any Euro definite amounts cannot be formulated based on these numbers, but according to Suomela magazine over million house owners in Finland use in total around two billion Euros annually for rebuilding and renovating their house's (Suomela 2009).

According to news on YLE (23 July 2009) investments into patios and garden construction has risen despite of the economic downturn. *The popularity of garden construction keeps increasing*, says Pasi Heiskanen CEO of Finnish Housing Faires. (YLE 2009.) The 2009 housing fair in Valkeakoski invested heavily into garden construction and was the first one to have industry exhibitors present. This is a clear indicator of the constantly growing popularity of investments towards garden construction. (HAMK 2008.)

## 2.2 Competitor analysis

The scattered nature of the market and the vast amount of small companies makes the identification of the competitors a very challenging task. In addition to companies specialized purely into stone construction there are countless other outlets that offer the same or similar products. Everything from discount stores e.g. Hong-Kong and Robinhood; to hardware stores Rautia, K-Rauta and Bauhaus; and super markets e.g. Prisma and Citymarket. Not forgetting specialists such as the local Imagekivi Oy in Numijärvi, which also provides installation services. To some extent it could even be argued that the nature is a competitor as it provides the possibility of collecting the products for free.

As Kivikeisarit has located its operations in Nurmijärvi it is evident that the focal point of this thesis is also concentrated on this area.

### 2.2.1 Competitors' strengths and weaknesses

The competitors of Kivikeisarit can be roughly divided into three groups:

- A. Companies whose main business is concentrated around decorative stones and outdoors stones, i.e. specialists.
- B. Companies that sell decorative and outdoor stones as a part of their selection, i.e. hardware stores and discount stores.
- C. Companies that offer decorative and outdoor stones as part of their services, i.e. construction companies and interior and landscape designers.

From these three groups, groups B and C can also be seen as possible customers.

Table 1. Competitors divided into three groups

Group	Strengths	Weaknesses
A	<ul style="list-style-type: none"> <li>• Knowledge of the products</li> <li>• Possibility to acquire rarer stone types</li> <li>• Bigger selection</li> <li>• Installation service possible</li> <li>• Do-it-yourself installation</li> </ul>	<ul style="list-style-type: none"> <li>• Outlets not readily available</li> <li>• Pricier</li> </ul>
B	<ul style="list-style-type: none"> <li>• Availability of outlets</li> <li>• Offers other products as well</li> <li>• Do-it-yourself installation</li> <li>• Price can be cheaper</li> </ul>	<ul style="list-style-type: none"> <li>• Stocks might be smaller</li> <li>• Selection likely limited</li> <li>• Staff might not be as knowledgeable</li> <li>• Likely no installation service</li> </ul>
C	<ul style="list-style-type: none"> <li>• Installation service</li> <li>• Price includes the installation</li> </ul>	<ul style="list-style-type: none"> <li>• No do-it-yourself installation</li> <li>• Overall price can be high</li> </ul>

## 2.3 Consumer analysis

For a company it is important to identify who the prospects really are. Assuming that all people are your potential customers can turn out to be a big mistake. If a company does not know who their customers are, they won't know how to tell them about their product or service or how to get it to them. They also risk wasting money by advertising in the wrong places or by misjudging the price the customers are willing to pay. According to USA Today's Rhonda Abrams (2009) *Know thy customers should be one of your business mantras from Day One.*

### 2.3.1 Nature of the buying decision

The decision of whether to purchase or not to purchase stone products is most likely a result of a longer decision making process. Garden stones or interior decoration stones cannot be seen as a subject of impulse based decision-making. There are many things that one needs to ponder before reaching the final decision. The variety of available stone types, what kind of stone is suitable for which use and the planning of how to actually execute the installation, are all factors that need to be thought over before making the final buying decision. Stones are also exceptionally heavy objects, which also limits the impulsiveness of the buying decision. This simple fact forces one to think further – ‘How do I actually take these home?’

The participants of the buying decision are in most cases the customer and the seller. In some cases - mostly when the customer is buying a service rather than just the stones - there can be a third person included in the process as well. This person is most likely a garden designer, architect or a contractor. In these cases the customer makes the decision of for example to renovate the garden but the actual decision making, regarding the actual purchase of the stones, lays on the shoulders of the third party, who then deals with the actual seller of the stones.

### 2.3.2 Demographics

Defining an exact demographic for garden and decorative stones is very challenging, mainly because the possible group is so huge. Basically anyone who is a garden or a property owner can be identified as a potential customer. People living in apartment buildings should also not be ruled out, as they might have a balcony to decorate or a summer cottage. Decorative stones that can be used in different ways to decorate different indoor and outdoor surfaces are aimed at customers who are building new or renovating old houses or gardens.

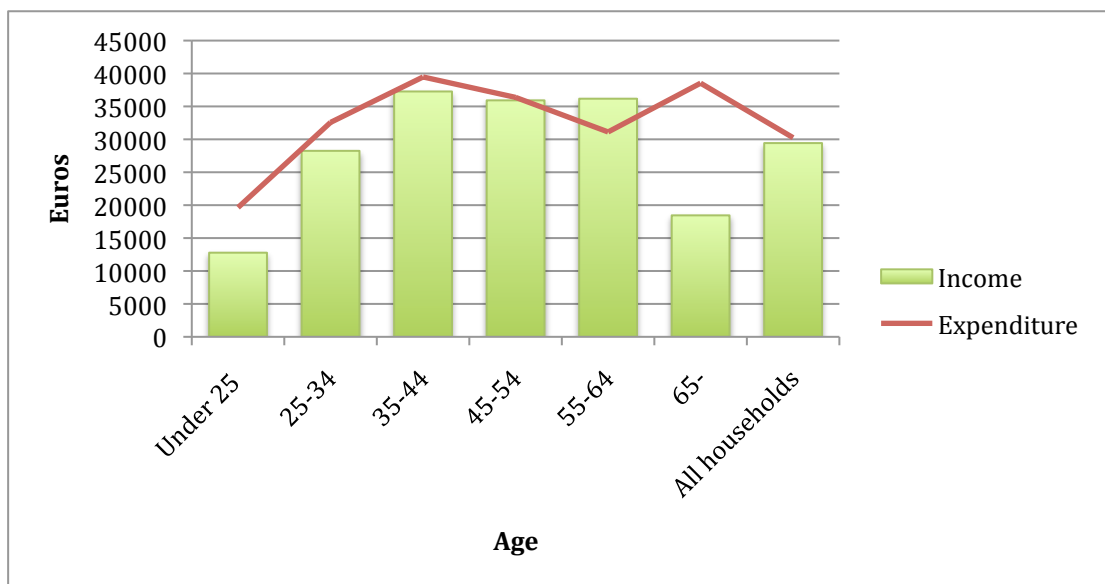


Figure 1. Households income in 2006 compared to expenditure according to reference person's age (Statistics Finland 2006, 2006b)

Figure 1 shows Finnish households income level compared to expenditure level. According to this table, under 35-year olds tend to spend more than what their income is, 35-54-year olds' expenses and earnings are mostly in equilibrium and 55-64-year olds have a tendency to save. 65-year olds and older income-expenditure ratio is skewed due to retirement funds. Therefore the most solvent customers would most likely come from the age group of 35-64-year olds. As can be seen in Figure 2 83% of this age group lives in a detached house or row house in Nurmijärvi (Statistics Finland 2009d). This translates to 14,160 potential customers in Nurmijärvi alone (Statistics Finland 2009e).

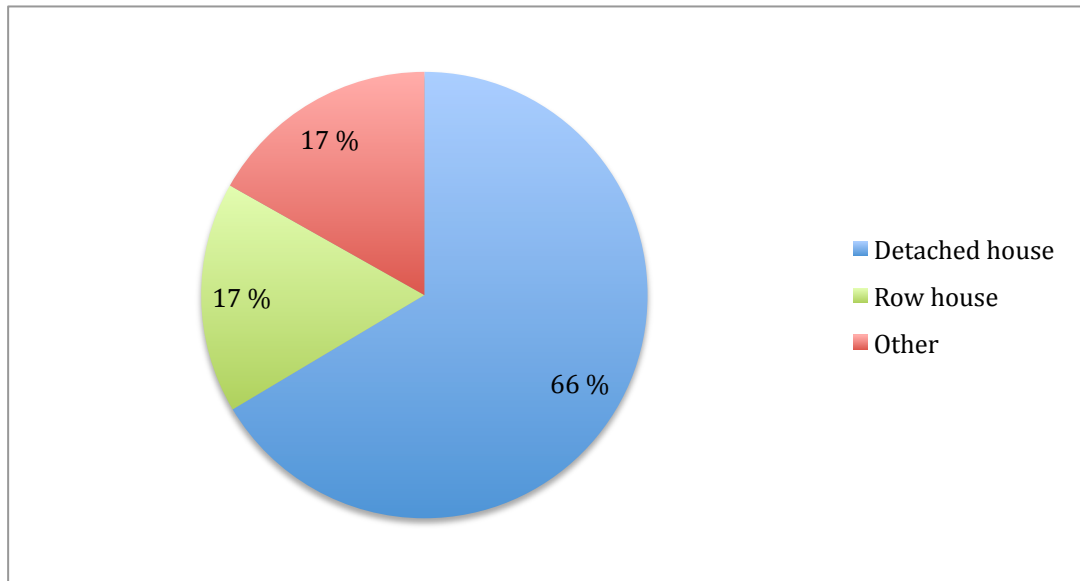


Figure 2. House types among the age group 35-64 year olds in Nurmijärvi (Statistics Finland 2009d)

Childless young couples who have two salaries at their disposal are often also considered big consumers of long-lasting goods such as decorative stones (Bergström & Leppänen 2005, 114). In many ways investments towards gardens and renovations can be considered as luxury, and thus the potential customer would most likely be a person with steady finances.

### 2.3.3 Buyer motivation and expectations

Investments into gardens are often overlooked as long as other more essential needs remain unfulfilled. When purchasing stones for gardens customers are often purchasing something more than just stones – they are purchasing an idea of a nicer place for them to relax in, host parties and so on. This is the basic motivation behind all decisions and the stones act just a small part in this process. In some cases this kind of paradigm might create exaggerated expectations that might collide with reality. Buying stones for garden doesn't automatically materialize into a nicer garden. The same applies to the indoors-decorative stones.

Gardens are often the most visible part of the most valuable possession we own – our homes. The condition of ones garden can tell a lot about the people themselves.

This kind of social pressure can also raise the motivation to invest in enhancing the appearance of ones home and garden.

When it comes to the durability of the product the expectations are rightfully high. After all the customer is buying a product, which has been street tested for millions of years.

## 2.4 Internal Analysis

SWOT analysis is a widely known and used method to evaluate the strategic position of a company. It was developed in the 60s by Robert Stewart and Albert Humphrey based on a research they conducted at the Stanford Research Institute. Their research was commissioned by the Fortune 500 companies in order to tackle the issue of *why corporate planning in terms of long-range planning was not working, did not pay off, and was an expensive investment in futility, and to develop a solution to this problem.* (ISU 2006.) The analysis itself is fairly straightforward kind of process. It is carried out by identifying and analyzing company's strengths, weaknesses, opportunities and threats. Strengths and weaknesses represent company's internal factors and opportunities and threats external factors. According to David Jobber (2004, 45):

*When evaluating strengths and weaknesses only those resources or capabilities that would be valued by the customer should be included. Thus strengths such as 'We are an old established firm', 'We are a large supplier', 'We are technologically advanced' should be questioned for their impact on customer satisfaction.*

After a company has finished the analysis they should concentrate on how to turn weaknesses into strengths and threats into opportunities, or how to build on company's strengths and this how create opportunities. (Jobber 2004, 45.) This is also the next step for Kivikeisarit after analyzing the strengths, weaknesses, opportunities and threats shown in Table 2.

Table 2. SWOT analysis for Kivikeisarit

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Low price of product</li> <li>• Good quality product</li> <li>• Low cost structure</li> <li>• Cost-effective purchasing</li> <li>• Logistics and selling expertise</li> <li>• Product that is always current</li> </ul>	<ul style="list-style-type: none"> <li>• Small size</li> <li>• Lack of competitive strength</li> <li>• No marketing and lack of marketing expertise</li> <li>• A weak brand name</li> <li>• Company accessibility</li> <li>• Can only serve local customers</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Great potential market size</li> <li>• Prospects who have prior seen stone too expensive</li> <li>• Overall positive attitude towards interior design.</li> <li>• New distribution channels</li> <li>• Can surprise competitors</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of competitors is high</li> <li>• Price war with competitors</li> <li>• Demand seasonal</li> <li>• Competitors have access to channels of distribution</li> <li>• Local economy</li> </ul>

What needs to be remembered is that SWOT analysis is just one method among many and it too has its own weaknesses. *It may tend to persuade companies to compile lists rather than think about what is actually important in achieving objectives. It also presents the resulting lists uncritically and without clear prioritization so that, for example, weak opportunities may appear to balance strong threats* (General Mills 2009).

#### 2.4.1 Company Resources

Kivikeisarit is a small company driven by two entrepreneurial souls who both have full-time jobs elsewhere. This offers the benefit of not being financially dependent on the success of the business. On the other hand it also means that the devotion towards the business is not full-time. This leads to a practical dilemma – to the concept of time and how to manage it. In this thesis all prognosis are based on the



assumption of future growth in all axels. This assumption plays a big part in future company resources. It also poses a question regarding the commitment of the entrepreneurs themselves. Which one yields, their full-time jobs or Kivikeisarit?

Financially the company is stable. The company is profitable and has no loans. In many ways this is due to the low operational costs and small stocks. The company possesses human capital from the sectors of logistics and sales. Expertise and experience from other sectors is consciously recognized to be lacking. (Pihlava 2009.)

English author, courtier, & philosopher, Sir Francis Bacon said in his 1597 published book his famous statement, *knowledge itself is power* [Lat. *ipsa scientia potestas est*] (Bacon 2005, 79). In a more recent statement Ståhle and Grönroos (1999, 40) explain that as soon as it was *generally understood to divide the concept of capital into tangible and intangible capitals, it brought the possibility to develop intangible capital in the form of internal training or by acquiring it from outside of the company*. Still over 500 years later it is easy to concur that knowledge truly is power. By acknowledging this all company owned capital should be viewed with the same seriousness. In the case of Kivikeisarit this ideology materializes in the form of a hired employee who would compliment the current skills and fill the obvious needs that the company so clearly has. In my mind a company needs a person whose mind has a full-time commitment towards the company.

So far Kivikeisarit has managed to perform without taking any major financial risks. In order to develop, the company needs to make concrete financial investments into key areas, most notably personnel and marketing. This most likely means taking a loan and as a result increasing risks. Collecting financial capital by other means, most notably by giving out shares, is always a possibility, but in this case it does not seem the most realistic of alternatives. Finding an outside investor might proven to be fairly difficult.

### 3 MARKETING MIX

According to NetMBA, marketer Jerome McCarthy first introduced marketing mix in the 1960's, which is often referred to as the four Ps of marketing, according to the elements it includes: product, price, place and promotion (NetMBA 2009). All these elements are essential marketing areas already by themselves - issues that need to be addressed in all situations. However when used as a whole, marketing mix can be used as a tactical tool while determining company objectives. Marketing mix as a theory has been developed over time by different individuals and has different variations. Additional Ps such as people, processes or physical evidence have been added along the way to answer different needs. (CIM 2002) In the case of Kivikeisarit the concentration is in the original 4Ps and how to utilize them in order to reach the company goal and increase turnover by 10-20 percent in the year 2010 (Pihlava 2009). A goal, which is to be reached mainly by increasing sales by attracting new customers through marketing. This objective is approached by using marketing mix as the main tool.

#### 3.1 Product

Bergström and Leppänen define in their book 'Yrityksen asiakasmarrkinointi' [Eng. Company's Customer Service] product as *a marketed commodity, which is offered to the market in order to be assessed, bought and/or consumed in such a way that customers needs, expectations and desires are fulfilled* (Bergström & Leppänen 2003). In the case of Kivikeisarit the width of the product mix is limited to only a few. The product line consists of stone products for both inside and outside decoration. These products are often unproduced natural stone of various different stone sorts. Besides of these products the company also offers stone tiles, aimed to be solely used indoors. (Pihlava 2009.) Therefore it is evident that the length of the product mix is fairly short.

### 3.1.1 Product strengths and weaknesses

The most obvious strength of the products is their robust nature. Stone as a material will last a lifetime. Products that can give this kind of an assurance are rare. Alongside wood and water, stone is one of the most natural of all natural products. The only thing that might hinder its totally ecological image is the way it has been mined/collected or transported. As a material it is known by everyone and its qualities are familiar to all people. Stone is a product that a human being can easily feel familiar with and relate to. It is also very versatile and can visually please a large selection of individuals with its many variations.

Stone as a material is very heavy. In many ways the weight of the product is maybe its biggest weakness. Moving around a product this heavy is neither easy nor cheap and will always require special attention. This puts pressure to the logistics and limits the available sales channels.

### 3.1.2 Brand name and image

When CNN's Larry King interviewed actress Pamela Anderson in his globally recognized talk show the 'Larry King Live' (18 August 2002) he asked Ms. Anderson whether she wanted to be an actress. She answered: *No, no, and I still don't. And I'm not an actress. I don't think I am an actress. I think I've created a brand and a business.* (CNN 2002) This demonstrates that brands are always something more than the sum of the product and its qualities. Jeff Bezos, the founder of Amazon.com has been quoted to say, on an interview done by Business Week (2004), when asked about the creation of Amazon's brand building at the beginning that: *The right way to build a brand is by delivering a great service. Customers learn about who we are as a result of interacting with us. A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well.* In another words, brand needs to be earned and it always includes a promise of some sort. Brand can be identified as a certain level of trust that develops as the result of interaction between a target group and a company. Often this development happens during a very long span. Brands live as images in our minds;

we use them when making decisions between products by identifying ourselves with them. We use brands also as guarantees of quality and a way to illustrate our social status. For companies a strong brand gives better customer loyalty, ability to ask higher price and puts competitors in a tight position. A well-known brand is valuable intangible capital for a company, although the know-how to measure brand value is still not fully formed. (Cobra 2009.) Normally brand value is measured by using the brand quality as the instrument (Avaintulos 2001).

In the case of Kivikeisarit a so-called ‘branded house’ approach is exercised and the company name, Kivikeisarit [Eng. Stone Emperors], is used as the trademark and brand name. The name suits the company well. It clearly identifies the product and sounds firm and reliable, just the way stone should. It gives a promise of something extraordinary, maybe even majestic. It also hints to the origin of the products, China, and the Emperor Qin Shihuangdi’s famous terracotta army (Hirst 2009).

At the moment the brand recognizability is non-existing. A lot of work needs to be done in order to increase the brand equity and to make the brand name familiar among potential customers. The goal is to make Kivikeisarit to be known as a synonym for good value (Pihlava 2009).

### 3.1.2.1 Logo

A company logo is an important part of the company brand. It aims for immediate recognition and it gives companies a way to make themselves stand out from the competitors. In Figure 3 is shown the current company logo. The logo itself is very simple. The two opposite positioned K-letters refer to the company name Kivikeisarit. The ornament on the top combined with the typeface of the letters points to the “imperial” part of the name, whereas the coating of the letters highlights the “stony” part. The company name is displayed at the bottom in green on a black background.



Figure 3. Current company logo on the left, new logo on the right (Kivikeisarit 2009)

As the idea behind the logo and its consistency with the company name is already so well thought out, clever and is in my mind clearly working, there is no need to introduce a totally new logo. Instead the old logo is given a small facelift in order to make it fresher and more memorable. As illustrated in Figure 3, the idea is to emphasize the “imperialism” by making the figures yellow like gold and the text stony grey. According to Bergström and Leppänen (2003, 295) when it comes to the symbolic language of colors, yellow is usually sensed as: companionable, affordable, new, permanent, inspiring and sunny. In my mind all perfect adjectives to describe Kivikeisarit and its products. Another change is the new position of the company name. In the new logo it has been moved from the bottom to the left side. As we in the western world are accustomed to read and perceive text from left to right this change seems natural and its sole purpose is to highlight the company name. The company name has also been modified to include the .fi –suffix of the company’s website. All customers and prospects are this way encouraged to visit the company website for more information. As the company does not have any true physical retail location it is a good idea to use the Internet as such and harness it to be the source for further information.

### 3.2 Price

Out of the 4Ps of marketing mix, price is the only one creating revenue whereas the other elements are solely cost focused. The role of price is to act as the measure and setter of value of the product. It gives the customer clues on what to expect. When it comes to setting the price, a company has various different options from which to choose from. First and foremost the price level needs to be set the target group in

mind - it cannot be too high or too low. Cost-plus pricing method is often the most widely used, as it is easy to calculate and requires little knowledge. The price is determined by calculating cost of production and the desired margin of profit together. The sum of these two figures represents the price. Although this method is very widely used it is far from ideal, as it does not take demand into account at all. There are no guarantees that the customers would be willing to pay the set price. An easy way to find the correct price point is to use the prices of competing products as a benchmark for the price, rather than calculate it based on costs. Still, the company should make sure that the prices are not set too low and that they cover costs of production and fixed costs. The price should also always reflect the desired product image. This method is called competition-based pricing. If the company is introducing a new product they can utilize skimming method, which aims to sell low quantities at high initial entry price. This method is usually used in order to cover high product investments by targeting early adopters who are less price sensitive as their need for the product is higher than others. This strategy is usable when the product is new and it is difficult for the customers to estimate the value of the product. Skimming strategy is used only for a limited time, thereafter the price is lowered and production amounts are increased. Penetration pricing is used when the main purpose is to increase market share and sales volume in a relatively short time frame rather than make short-term profit. The whole strategy relies on the assumption that customers would switch to the new brand because of its lower price. Some strategies such as premium pricing are based on high prices. In premium pricing the price level is deliberately kept high in order to create a perception of exceptional quality. This strategy is normally used in the marketing of luxury goods. (Monroe 2003, 40-41, Bergström & Leppänen 2005, 213-224.)

### 3.2.1 Pricing objectives and strategy

The set objective is to increase sales. The idea is to offer the customers quality products in a price range that they are not accustomed to and to show that stone as a decoration element does not have to be expensive. (Pihlava 2009.) Low price will also lower the customer uncertainty when it comes to their first purchase.

The prices have already been deliberately set at low level and price will continue to be used as a marketing tool also in the future. Currently the company estimates their price level to be around 20-35% cheaper than competitors. This is mostly due to the fact that the products are exported from China where their acquisition price is lower than for example similar products made in Finland. (Pihlava 2009.) From the most parts the pricing strategy has already been set. Plans to expand through increased marketing can put pressure to the prices. Keeping the prices at their current level despite the increased expenses will be very challenging. The company might need to take another look at their prices and understand that *prices are flexible and affected by time and urgency* (Business Week 2006). Small companies should not be afraid of raising their prices like pricing expert Jerry Bernstein explains: *I encourage them (small companies) to just think about increasing their prices by as little as 2% or 3%. Sometimes they find that their customers don't even notice. Some clients of mine have increased prices by as much as 15% and their clients don't notice!* (Business Week 2006) Also discounting should be approached very carefully. A routine discounting of 5-10% to regular customers could be unnecessary. Lowering this to two to three per cent can substantially increase the company's profitability over the years and still uphold customer loyalty. (Business Week 2006.)

### 3.3 Promotional mix

The whole purpose of the company to exist is to be questioned if not one customer is aware of the company. Therefore it is imperative to communicate the company message to the customers, in order to raise their awareness. This is achieved through promotional mix. With the help of promotional mix the company tries to form conspicuousness and company image. It is also used to give information about the product, prices and place of sales and this way influence sales. Figure 4 demonstrates the main parts that form promotional mix. (Bergström & Leppänen 2003, 273-275.)



Figure 4. Promotional mix

When planning the promotional mix the company can utilize two known step models. AIDASS, which consists of: attention, interest, desire, action, satisfaction and service or Dagmar (Defining Advertising Goals for Measurement Advertising Results) –model, which is derived from the more simplified AIDA –model. Dagmar consists of five phases: unaware, aware, comprehension and image, attitude and action. These models can be used to perceive the stages required to make a sale. The main idea behind both of these models is to set goals for each step and then find ways to reach them. At each step the real-life actualization is also tracked. Though, both of the models have been criticized to be too simplified and to lack evidence that consumers would always act the assumed way. Therefore these models should be used simply in an instructive way. (Vuokko 2003, Evans 1990, Brierly 2002.)

### 3.3.1 Promotional goals

Kivikeisarit is a young and fairly unknown company. Sales promotion gives the company a good change to reach out and get in touch with their possible customers. Being able to introduce the products and the company personally is important and paves the way for media marketing. The goal is to increase sales by 10-20 percent



and also to even the demand gap between winter and summer seasons.

### 3.3.2 Advertising

In the case of Kivikeisarit the entire process will practically start from zero, as the company and the brand are basically unknown. The first thing to concentrate on is creating an identity. The identity will need to describe the company and communicate the ideology of the company to the customer. It will also need to be something that the customer can easily relate to. As David Staker (2008, 37) describes in his book 'Changing Minds': *Defining identity means considering what the values and beliefs of the organization will be. You are, in effect, setting up a new 'person', and considering the whole personality can be a useful activity.* By creating this kind of new personality the company can more easily make sure that it stands out from the crowd – in this case from other marketing campaigns. Only after the personality has been created can the communication with the customers begin.

After this first phase the company should be aware of their own identity. The second thing to concentrate on is finding out who the customers are. This was discussed in chapter 2. Still, it needs to be understood that it is not always feasible to try to reach all possible customers at once. Or – as comedian and Doctor of Education Bill Cosby (2009) so eloquently put it: *I don't know what the key to Success is, but the key to Failure is trying to please everyone.* Choosing specific customer segments can help to make marketing efforts much easier and give better results.

The marketing budget is always the limiting factor. Therefore a company needs to be very careful with the decisions that they make, in order to maximize the marketing output with minimum input. One factor in achieving this is to concentrate the campaign to the most potential customers on the nearby area. It is a good idea for a company to test its wings locally before thinking about expanding to other areas. For small companies an often well-detected practice is to set aside a certain amount of turnover, e.g. 10% and reserve it solely for marketing (Bergström & Leppänen 2003, 278).

### 3.3.3 Designing the advertisement

The advertisement itself will have a very simple style. The main emphasize will be in the core product itself – stone. This will be achieved by highlighting the strength of the product, its undeniable durability. Stone has been used as a building material since the beginning of time. It has been used to construct the most amazing marvels of our time, which thanks to the solid durability of stone, have lasted until this day for us to view and wonder. This fact will be used as the foundation of the marketing campaign as well. The idea is to argue that stone as a material will last forever and to make the point that, as it lasts forever you might want to make the construction properly. Well-known stone structures will be used to support this statement, all of them with unclear explanations on how and why they were originally build; a detail that has given the future generations a lot to marvel. Hence the slogan: *Kivi on ikuista. Kun olet aikeissa rakentaa jotain suurta ja ihmeellistä tai vain uusimassa puutarhasi kivetyksen, anna meidän auttaa. Ei tarvitse jälkipolvien sitten ihmetellä.* [Free translation: *Stone is eternal. Whether it is time to build something grand and amazing or just renewing the stonework in your garden, let us help. Future generations will not need to wonder.*] The slogan will be supported with pictures of things such as the pyramids, Stonehenge, terracotta warriors and Mount Rushmore - a demonstration can be seen in Figure 5 and Appendix 1. The style of the ads is kept consciously close to the style that customers have become accustomed to expect from the competitors. By imitating and copying from the market leader is an economical way to utilize methods that have already been proven to work. The company can then make their own improvements and differentiate the product by other means. In order to avert direct competition with the market leader the company can choose to target different customers or focus on different area. (Bergström & Leppänen 2003, 75-77.)



Figure 5. Advertisement for Kivikeisarit

### 3.3.3.1 Selecting the media

Media advertising does not automatically guarantee anything. When it comes to advertising the company needs to be careful when choosing the media to advertise on. In today's world this has become even more vital than ever before. We live in a constant flood of information and the amount of information around us is ever growing. According to a Dutch research presented in Figure 6 the amount of TV-channels in the world has increased by 300% since 1991 and the amount of TV advertising a staggering 1,000%. Focusing the advertising to the right people is a key in making financially sensible advertising and most importantly to get noticed.

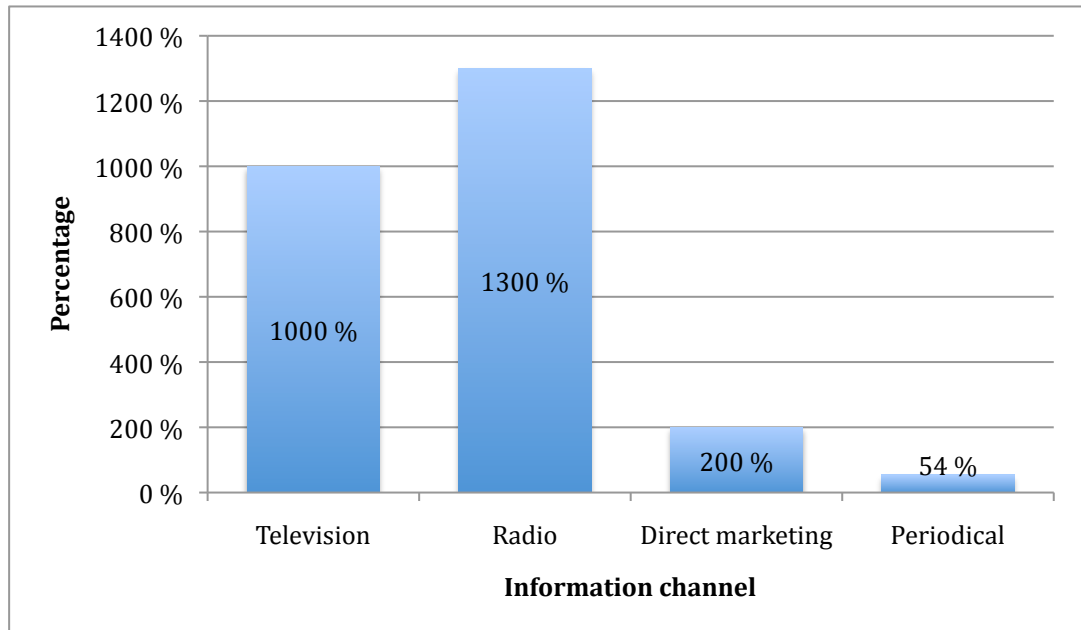


Figure 6. The increase of advertising during 1991-2000 in selected medias (Laakso 2004, 50-51)

Small local company such as Kivikeisarit has the best potential to get their message spread through local media. Local newspaper Aamuposti [Eng. Morning mail] and free newspaper Vartti are good options. The various medias will need to be considered carefully. At the end of each campaign the effect of the advertising on chosen media will be estimated by using a new customer survey introduced in Appendix 2, which is to be arranged sometime after the advertisements have appeared on the media. Expanding the campaign to new medias needs to be an outcome of rational reasoning, or as a Nigerian proverb puts it: *Before shooting, one must aim* (ABPsi 2009). In the subsequent chapters the concentration is rather in introducing different options for the company than providing a single right solution.

### 3.3.3.2 Radio as a possible media

Radio is an effective media in creating images as it utilizes the use of imagination much more than other medias. Radio is also often felt more personal and intimate than other medias. (Bergström & Leppänen 2003, 309.) According to Finnpanel Finns tend to listen to radio a total of 247 minutes per day – 229 minutes of public radio and 189 minutes of commercial radio (Finnpanel 2009). This includes

background listening – the radio is on but it isn't actively listened to. In the case of Kivikeisarit the use of radio could be a good method to reach people who live or work near Nurmijärvi, but do not necessarily read the local newspapers. The main targets are commuters. According to a statistic published by the city of Helsinki, every third work going person in Nurmijärvi commuted to Helsinki for work (Helsingin kaupungin tietokeskus 2009). This number includes only jobs in Helsinki and not the entire metropolitan area, and is therefore most likely even higher in reality. Hence the radio advertising would concentrate solely on mornings and afternoons when commuters are known to be on the move. As it happens, this is also the prime time of radio advertising and therefore the priciest time, as can be seen in Table 3. A typical 30-second spot on the most popular Finnish commercial radio station, Radio Nova (Figure 7), costs approximately 419.50 Euros during the prime time. (Finnpanel 2009, Radio Nova 2009b.)

Table 3. Radio Nova's price table, Euros/30 sec. (Radio Nova 2009b)

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
0-6	10	10	10	10	10	10	10
6-9	400	400	420	460	480	85	85
9-12	310	310	350	440	450	390	180
12-15	310	310	350	440	450	390	180
15-18	440	440	460	570	600	200	600
18-21	100	100	100	100	600	90	600
21-24	10	10	10	10	10	10	10
Total catalogue average price €251.63/30 sec.							
Weekday prime time average price €419.50/30 sec.							

Radio Nova reaches 42.8% of population aged between 25-54 years (Radio Nova 2009). This correlates almost entirely with the estimated age structure of the potential customers. Although Radio Nova would most likely be the best match regarding the customer reach it still might not provide the best value. The problem with Radio Nova is that it is national and although it would undeniably reach the local customers as well, it would also reach a lot of potential customers outside the concentrated market area. First of all this would be bad for the image, as the

company would be advertising something that it might not be able to deliver and secondly and most importantly a total waste of money. In order to be economical, the product should only be advertised in the markets where it is available.

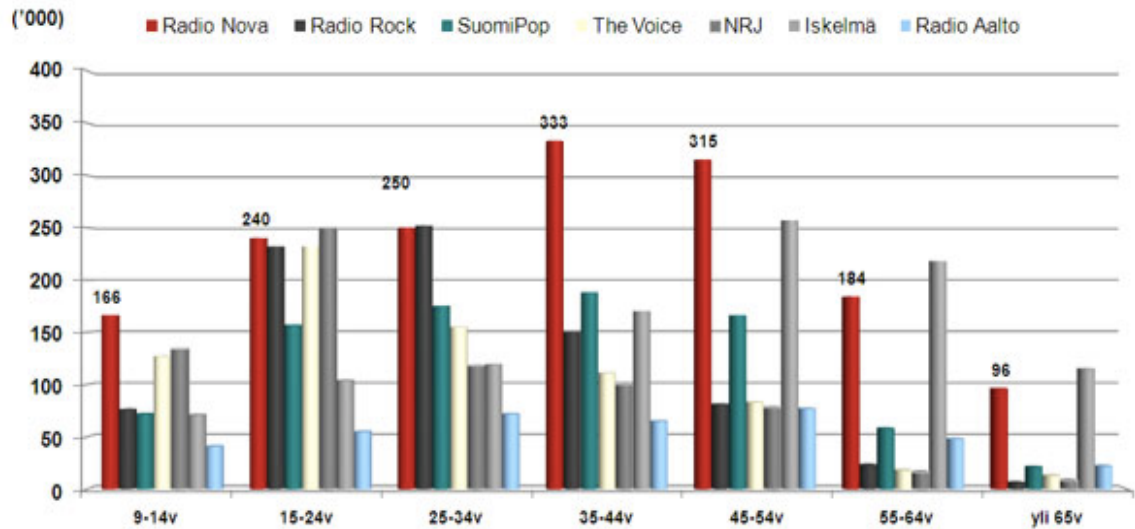


Figure 7. Popularity of commercial radio stations by age groups (Radio Nova 2009)

Regardless, radio still remains a very interesting option. According to Nelonen Media, radio captures people's attention better than any other form of advertising. Radio also profiles the advertiser better than other medias. Over 75% of the listeners feel deeply related to their channel of choice and feel communality among fellow listeners. (Nelonen Media 2009.) This profiling could be better utilized by dividing the potential customers into different segments. Radio could then be used, for example, in order to reach only one of the segments and approach the other segments through other medias or use different stations per segment. As an example, if a company was targeting people between 25-54 years of age. This could be further defined by creating three separate age groups: 25-34 year olds in the first, 35-44 year olds in the second and 45-54 year olds in the third group. This would allow a company to use different approaches i.e. different radio stations for each group. It would also give a company more flexibility while planning their marketing.

As we can see in Figure 7 Iskelmä radio, which plays mostly Finnish folk music has a wide reach among 35-54 year olds and is the most popular station among 55-64 year olds (Radio Nova 2009). Unlike Radio Nova or the other commercial stations,

Iskelmä radio supports localized advertising. This is especially helpful when focusing the campaign to a specific area. Iskelmä radio provides three different options for reaching the potential customers in the Nurmijärvi-Helsinki axis.

Table 4. Prime time prices for 30 second spot on Iskelmä radio (Iskelmä 2009a)

Coverage Area	Possible contacts	Primetime price (VAT 0%)
Nurmijärvi (inc. e.g. Espoo )	427,000	€27
Helsinki	97,000	€54
Nurmijärvi + Helsinki (inc. Porvoo)	1,242,000	€75

As we can see in Table 4 the prices of advertising in Iskelmä radio are much more affordable than Radio Nova's (shown in Table 3). Furthermore the coverage is much more allocated. By choosing Iskelmä radio instead of Radio Nova the company might not reach the entire 25-34 year olds segment as strongly but they would reach the 35-64 year olds and achieve this even more affordably. Other means and medias could then be utilized in order to reach the 25-34 year olds segment as well.

### 3.3.3.3 Television as a possible media

A common belief is that advertising on television is expensive and out of reach for small companies. It cannot be denied that it would not be pricey but its impossibility can be argued. Television reaches over 90% of Finns per day. Out of all the medias, the most time is spent with TV, over three hours per day. (MTV3 2009.) So, although TV advertising is a pricey investment it also delivers value. MTV3 and Nelonen have both similarly divided Finland into ten different areas through which they offer areal advertising opportunities. Nurmijärvi belongs to the same area as Helsinki and other metropolitan areas big cities, which therefore covers the most viewers but also has the highest price tag. (MTV3 2009b, Nelonen Media 2009b.)

MTV3 and Nelonen both have their own product families that consist of multiple TV channels, radio stations and print media. This allows the advertiser to purchase pre-determined number of guaranteed contacts in certain age group and easily spread the campaign across different medias. Unfortunately the prices of this kind of

package deals are not publicly available. Therefore all calculations will need to be based on the available approximate prices of one separately purchased advertisement spot excluding any possible discounts or such.

Joka kodin asuntomarkkinat [Eng. Everyman's real estate market] is a show broadcasted by MTV3 that concentrates on apartment and detached-house living related matters such as renovations, interior design and legal advice. It is hosted by two handymen and feels to be aimed slightly more towards men than women. T.i.l.a [Eng. S.p.a.c.e] is also a MTV3 show, which is clearly aimed more for women than men. The show covers everything from design furniture's to décor. Both of these shows reach viewers who would be ideal customers for Kivikeisarit. An example campaign on MTV3 could hence be tied around these two shows. As can be seen in Table 5 the estimated costs of TV advertising varies depending on the show and the number of possible contacts.

Table 5. Estimated costs for 30-second spot on MTV3 (MTV3 2009b)

Program	Area	Possible contacts	Price (VAT 0%)
T.i.l.a	Nationwide	98,000	€4,400
T.i.l.a	Helsinki	37,240	€1,672
Joka kodin asuntomarkkinat	Helsinki	30,020	€1,216
Joka kodin asuntom. rerun	Helsinki	20,140	€760
Joka kodin asuntom. rerun (10s.)	Helsinki	10,070	€380

The two cheapest options seem like the most viable for a company that is just starting TV advertising. Cost wise it seem to be indifferent whether to have one 30 - second spot or two 10 -second spots. Ten seconds seems like a short time, but when fully utilized it is perfectly enough time to make a statement. Especially when the message is kept concise and complimented with a comprehensive website.

Nelonen offers a channel called Liv, which is entirely hallowed for lifestyle shows. Unfortunately advertising on Liv is always nationwide. Another problem with Liv is that it is mostly aimed for cable-TV customers and it broadcasts programs through the regular terrestrial antenna only from 10.00 to 14.00. Liv advertisements are



usually not tied to a certain show, but rather floated around according to the target group. (Nelonen Media 2009b.)

### 3.3.3.4 Magazines and newspapers as a possible media

Finland is full of magazines that concentrate on interior design, building or garden. Due to the vast amount of offerings and the different target groups it is difficult to choose a single magazine as the only right channel. TM Rakennusmaailma [Eng. TM Building World] is a magazine that is aimed for builders. Their typical reader is a 35-44 year old man who has a vocational school education and lives in a major city or rural municipality (Kuvalehdet 2009). For that reason it is a good media to advertise garden stones and interior flagstones on. The magazine is published eight times a year. Deko magazine prides itself to be the most modern and youthful of the Finnish design magazines. It is aimed for people who follow trends and respect brands; people who are constantly looking for new ideas and ways to tune up their decoration with small effort. Thus it suits nicely for advertising different shape, size and color decorative stones, as these are exactly the kind of decorative items that can be used to easily enhance once decoration. Deko is published monthly. Their typical reader is a woman aged between 25-44 years, who has a university degree and lives in a major city. (Kuvalehdet 2009.) As Table 6 illustrates, Avotakka [Eng. Fireplace] is the most widely read design magazine in Finland with its 463,000 readers. According to their reader profile a typical Avotakka reader is a 45-64 year old woman who has an executive position, earns 35,001-75,000 Euros annually and lives in a major city. (A-lehdet 2009.)

Table 6. Statistical profiles (A-lehdet 2009, Kuvalehdet 2009c)

Magazine	Circulation	Readers (est.)	Men %	Women %
Avotakka	82,351	463,000	26	74
Deko	36,861	87,000	19	81
TM Rakennusmaailma	55,647	139,000	86	14

These three magazines represent the cross-section of potential customers of Kivikeisarit. Avotakka and TM Rakennusmaailma cover inclusively both women

and men and Deko compliments this by including the younger generation to the mix. The prices of the advertisement spots seem to vary a lot depending on the magazine, as can be seen in the Table 7. When comparing tables six and seven together it becomes evident that the prices are not directly comparable to the amount of circulation or readers.

Table 7. Ad prices in relation to their size (A-lehdet 2009, Kuvalehdet 2009d, Kuvalehdet 2009e)

Ad size (of the page)	Avotakka	Deko	TM Rakennusmaailma
1/1	€7,100	€5,430	€4,140
1/2	€4,970	€3,260	€2,480
1/4	€3,725	€2,170	€1,660

Besides these three magazines there is Suomela - a house-owners magazine, which is delivered to all of the one million detached house owners in Finland for free. It is published seven times a year. Compared to the above-mentioned magazines Suomela has the best reach, its typical reader is believed to be between 30-59 years of age. Regardless, Suomela is not a recommended option for Kivikeisarit due to its high price. A one-quarter of a page advertisement in Suomela would cost an impressive 6,200 Euros. (Suomela 2009.)

As a positive note this style of magazines in general tend to have a very distinct reader base, which guarantees that the advertiser reaches exclusively the right-minded people. Despite of that, advertising in magazines might still not provide the best value, as it is always nationwide. Therefore local publications, typically newspapers, can provide a good alternative. Aamuposti is a subscription-based newspaper that is published daily in Hyvinkää and Riihimäki but is also widely read in Nurmijärvi. It consists of local news and adverts the same way as Vartti, which is delivered to all households once a week, free of charge. In addition to the local papers, Helsingin Sanomat [Eng. Helsinki Post], which is the most read newspaper in Finland, is also popular in Nurmijärvi. Helsingin Sanomat is also subscription based and it comes out daily. (Aamuposti 2009, Helsingin Sanomat 2009, Sanoma Kaupunkilehdet 2009.)

Table 8. The circulation and estimated number of readers (Aamuposti 2009, Helsingin Sanomat 2009, Sanoma Kaupunkilehdet 2009)

Newspaper	Circulation	Readers (est.)
Aamuposti	22,179	51,000
Helsingin Sanomat	412,421	965,000
Vartti	17,000	N/A

As Table 8 indicates there is a huge difference in the amount of readers among these three newspapers although these numbers only tell half the truth, as it is difficult to compare them with each other. Helsingin Sanomat is read nationwide, whereas Aamuposti is a local paper and Vartti is delivered to all households for free but does not provide any estimation regarding the number of readers. All that can be safely assumed based on these numbers is the theoretical maximum amount of possible targets subjected to a possible advertisement.

Table 9. Prices for typical ad sizes, in color, during weekdays (Aamuposti 2009, Helsingin Sanomat 2009b, Sanoma Kaupunkilehdet 2009)

Ad size (of the page)	Aamuposti	Helsingin Sanomat	Vartti
1/1	€2,715.60	€23,900.00	€86.00
1/2	€1,339.20	€13,309.00	€472.00
1/4	€669.60	€7,072.00	€248.00
price /mm	€1.24	€6.91	€0.51

As expected, based on the numbers of readers in Table 9 there are huge differences in the costs of advertising between these three papers. All these papers have their advantages and disadvantages but for Kivikeisarit only one of them seems like a viable option. Vartti offers good coverage as it is delivered to estimated 17,000 households in Nurmijärvi. It is also significantly cheaper than the two other alternatives. Through Vartti Kivikeisarit can reach their local customer base economically and effectively and have their advertisement available for entire week.

### 3.3.3.5 Use of other medias

Outdoors advertisings share of the total media marketing in Finland is fairly low, around three percent, when in other EU countries it can be as high as over 10%. Outdoor advertising such as the example in Figure 8, is available 24 hours a day, which makes it difficult to avoid and repetition enhances its power. Outdoor ads are mostly used to reach 15-34 year old city people. Outdoors advertisement space is limited and holding times can be long. (Bergström & Leppänen 2003, 312.) As an example a 14 day campaign in the downtown Helsinki costs €6,920 (JCDecaux 2009).



Figure 8. An example of a possible billboard advertisement for Kivikeisarit

68% of Finnish households have a broadband connection (Statistics Finland 2009c). In consequence of increased broadband connections also Internet advertising has grown in the recent years. It is mostly used to support companies other advertising efforts (Bergström & Leppänen 2003, 317). Also consumers use Internet to support their decision making process and it is relied on much the same ways as brands (ACNielsen 2006). Google Adwords gives companies an easy way to start promoting their products online. The company creates an account with Google, for

free, which gives the company a selection of tools that they can use in order to create, publish and optimize the campaign. The advertisements are displayed based on keyword searches on Google. The advertiser can define these keywords to best match the advertised product i.e. when an Internet user uses Google to search for garden supplies they are also presented with corresponding advertisement. The advertiser can set perimeters to whom the advertisement is displayed to e.g. a 100km perimeter around Nurmijärvi in order to focus the campaign. There is no charge on displaying the advertisements only when a user clicks the ad the advertiser is charged. The user will define the price of one click by them selves and Google will display the ads based on the highest bid. If the bid is too low there is a risk that the ad will be overridden by competitors' higher priced ads or if the bid is too high the company is not getting the best value. Finding the optimum price can be problematic. (Google 2009, Poutiainen 2006, 60.)



Figure 9. Optimum bid price for Google Adwords in order to get 100 new customers. (Poutiainen 2006, 61)

In Figure 9 is calculated an example price of one click when the goal is to get 100 new customers. The worth of one new customer is calculated as €100. This would create a revenue worth of €10,000 minus the costs, which would vary depending on

the price of one click, e.g. €0.25 per click would theoretically bring 100 new customers and create revenue of €5,000. (Google 2009, Poutiainen 2006, 60-61.)

### 3.3.4 Sales promotion

In the case of Kivikeisarit sales promotion concentrates on encouraging customers to make a purchase but sales promotion can also be aimed towards resellers, in order to encourage them to sell the product (Bergström & Leppänen 2003, 390-398). Sales promotion is a good way to physically introduce the product to the customer, to visually show them how it looks in real life, how it feels to the hand and how it behaves under different lighting conditions. This is also the way people are currently accustomed to buy this kind of products (Pihlava, 2009). Annually arranged Housing Fairs and Holiday Home Fairs are perfect events to reach potential customers. People visiting these kinds of fairs usually have an open mind and genuine interest towards improving their homes. Lotteries are a good way to guarantee the customers interest towards the fair booth. An indulgency cruise for two would most likely speak to the company's customer segment very well. Certainly no Finn would turn down an opportunity to win a free cruise? Not forgetting the free pens and leaflets with the printed company logo and contact information. Unfortunately there won't be any major Housing Fairs arranged near Nurmijärvi in the coming years. In 2010 they are held in Kuopio and 2011 in Kokkola (Asuntomessut 2009, Asuntomessut 2009b). Still Housing Fairs remain a potential option in the future. The company could explore this option even further and introduce a special campaign aimed solely to the households and companies who are building at the fare area and offer them special prices on bulk orders. This strategy would allow the company to reach outside its normal market area without needing to worry too much about logistical problems or excessive marketing costs. The entire order could then be delivered as one big shipment and marketing would only need to be focused on the few tens of household instead of the entire area.

In all promotional situations it is a good idea to have something available to give to the prospects. Leaflets are a good way to enhance the spoken message and to give the prospects something concrete to take with.

Human contact is often the best way to talk to the customers. Hence, taking the campaign literary to the streets is a feasible idea. This gives the company the advantage to target specific people and at the same time keep costs under control. Constructing a booth at a central location for example at city centers is a sure thing to capture attention. Handing out balloons with company logo and website address will certainly attract families with small children and act as a 'mobile billboard' as the people continue to spread around the city centre. Downtown areas would provide good exposure but even more suggested locations would be shopping centers and malls outside the city centre and on suburbs as this would give the opportunity to reach house and garden owners with a better certainty. Idea generating customer lotteries could be arranged to gather additional ideas for future promotions. However, the Finnish law has specific conditions when it comes to lotteries, which need to be taken into account. If the lottery does not relate to procurement, like in this case, the conditions are milder (Majaniemi 2007, 160).

### 3.3.5 Electronic promotion

When it comes to Kivikeisarit, Internet advertising might not be the best way to reach the prospects. The same goes with telemarketing. The problem with electronic promotion is that the type of products that Kivikeisarit is marketing are usually such, which the customer wants to physically see before making a purchase (Pihlava 2009). It could prove to be quite difficult to describe the products on phone not to mention the delivery, which might prove to be even more problematic. Nevertheless electronic promotion still has potential if used correctly. The baseline would be to promote the company through the website rather than the actual products. The company website would also be a good place to host contest. This method would lead people to the web site and that way introduced the company to them. This ideology is also the reason why the company website would concentrate only on supporting the sales event with e.g. additional information etc. rather than providing an actual sales channel.

### 3.3.6 Word of mouth marketing

According to ‘Word of Mouth Marketing Association’ Womma:

*Word of mouth is a pre-existing phenomenon that marketers are only now learning how to harness, amplify, and improve. Word of mouth marketing isn't about creating word of mouth - it's learning how to make it work within a marketing objective. That said, word of mouth can be encouraged and facilitated...But it can't be faked or invented...All word of mouth marketing techniques are based on the concepts of customer satisfaction, two-way dialog, and transparent communications. (Womma 2007)*

Womma identifies four main elements to define word of mouth marketing. According to them, wom marketing is:

- Recognizing that a happy customer is the greatest endorsement: We work to create customer enthusiasm instead of pushing marketing messages
  - Giving customers a voice: Providing something worth talking about  
Providing tools that make it easier for them to share their opinions
  - Listening to consumers: Engaging them in open, unfiltered conversation Promptly and honestly responding to their concerns  
Valuing customer opinion, whether it is positive, negative, or neutral
  - Engaging the community: Finding the right people and connecting them to each other. Helping new communities to form, participating in and supporting existing communities and conversations
- (Womma 2007)

In my mind, harnessing customers as ambassadors is both smart and desirable. For a company a positive word of mouth marketing can be more valuable than gold. It adds credibility to the sales promise and can save money in marketing expenses. Good customer service is key in achieving positive word of mouth. It also allows the



company to spread its marketing message to customers they would probably not have reached through other means. In practice a company could work with preexisting communities or create a discussion forum of their own on their website and this way encourage open discussion. At least at the moment this is not something that Kivikeisarit should concentrate on. Kivikeisarit should rather concentrate their efforts on researching and listening to customer feedback.

### 3.3.7 Viral marketing

The potential customers for Kivikeisarit might be better reached by other means than through viral marketing. A big portion of the prospects belong to an age group that do not identify themselves with life online. Therefore the potential customers would be better reached through traditional means than by advertising in e.g. social networks. As the company grows and expands its customer base to include younger generations this method could be considered once more.

### 3.3.8 Publicity and public relations

There are two main audiences for publicity, internal and external target groups. Internal publicity activity is geared towards the company's own personnel, whereas external activity is intended for outside interest groups. Public relations, PR, is an important part of external publicity. The main functions of PR are to provide up-to-date information about the company and to straighten any inaccurate perceptions. PR can be seen as a way for the company to market its success, or as Woody Allen puts it: *Seventy percent of success in life is showing up* (SFWeekly 2007). The main difference between PR and advertising is that PR is mostly free. Through PR the company can get its message published and displayed in the very same medias that they advertise on, with the difference of it being free publicity. Most big companies have their own departments dedicated solely to take care of public relations with media and officials. PR does not pursue instant financial profit. It is long-time activity that aims in molding sustainable relationships between the company and its interest groups. Regardless of the company size, PR should not be forgotten. PR does not need to be overly complicated; there are concrete things that even a

company the size of Kivikeisarit could put into practice. Having up-to-date procures, annual reports and an inclusive company website go a long way. Other easily arranged things include company open days, birthdays and charity events - all perfectly good examples of events that media would be willing to cover. I have noticed that local media has a tendency to cover opening ceremonies of local companies. This should be exploit despite the fact that Kivikeisarit has been in business already since October 2008. Also sending company executives or specialists to speak publicly is a good way to get publicity. In the case of Kivikeisarit this could include The Martha Organization (2009), which by its own words deals: *With food and nutrition, home gardening and environmental protection, household economics and consumer issues.*

PR activity should be planned for a year at a time and it should always include a realistic goal of some sort. In bigger companies internal publicity plays as big of a role as external, but in the case of Kivikeisarit and its two employees, it really isn't something that should be pondered. (Bergström & Leppänen 2003, 400-401.)

#### 3.3.8.1 Kivikeisarit.fi

The company website would need to be totally redone. The overall look needs to be modernized and harmonized according to the ad campaign. Also the navigation should be made easier, as the website needs to be approachable by people of all ages. The main purpose of the website is to act as an information bank for prospects who are interested to know more about the company and their offerings. Current customers are not to be forgotten and therefore the website would also include information that interests also the people who already are familiar with the company and their products.

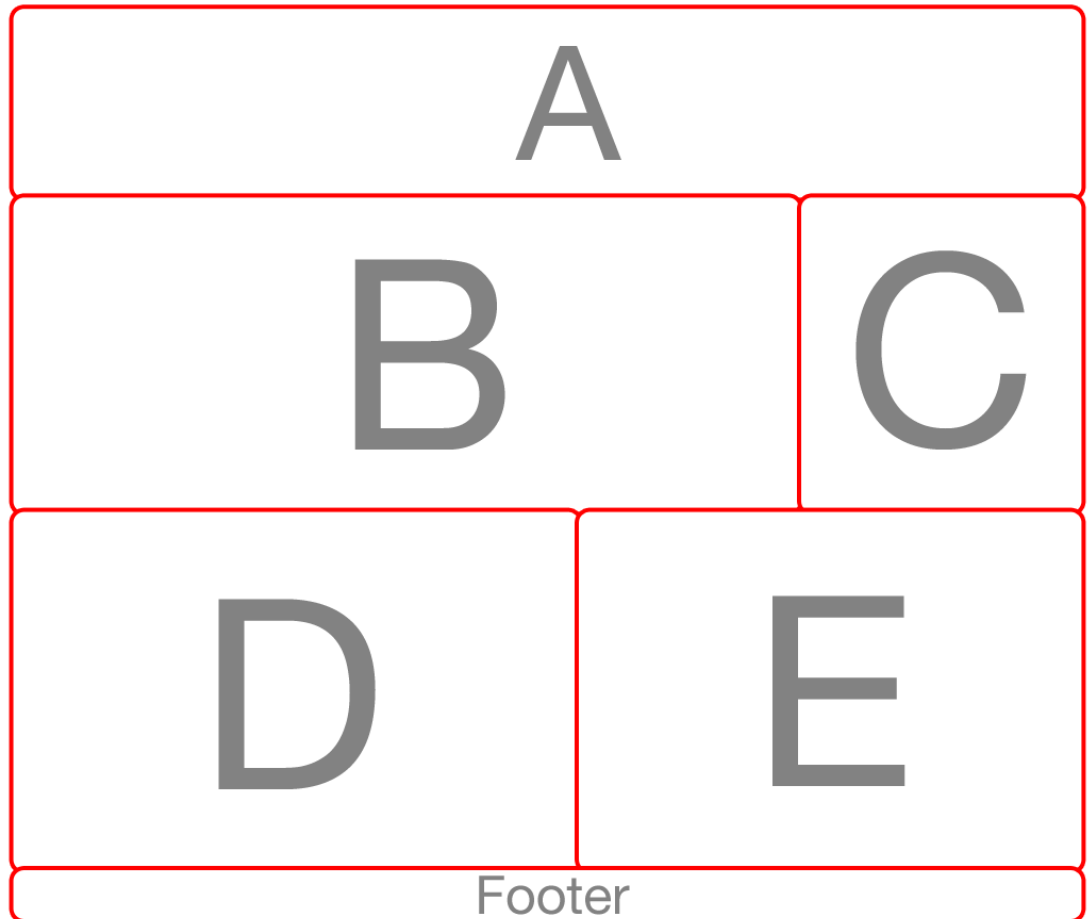


Figure 10. Website layout elements

As can be seen in Figure 10 the layout of the new website is divided into six different sections including the footer. The ideology behind the different sections is as follows.

Section A includes all navigation related elements. Also the company logo is displayed here to ensure the visitor that they are on the right place. The webpage is categorized under different headings and the headings are displayed in this section as links. The user can easily jump to the section of their interest and as the section A remains unchanged throughout the website, the user can always rely on it in order to navigate their way back to the beginning and never get lost. Company phone number is displayed here as well in order to encourage the customers to be in touch and to show that the company is reachable.

Section B is the brand and image building block. This is where the company advertises itself, as the sole purpose of this block is to create mental images of the company. The website is tied to the overall advertisement campaign through videos and animation displayed here.

Section C is all about access, whether it is information on the website or physical presence. Through the easy to use search function the user can instantly find out whether the information they are looking for is available or not. This section also lists all current news announcements and forth-coming affairs that the company has.

Section D dedicates its focus solely on the products. This section introduces new products, promotes customer favorites, displays discounted products and special deals. Sections D and E are the only elements that can expand their length depending on the amount of content. All other elements are of fixed size.

Section E concentrates on creating extra value. This section is aimed for current customers and aims to showcase information that would be of interest to them as well. Such information could be different kind of articles and picture galleries that would showcase new ideas, written instructions or even videos about how to install the products and expert tips on how to uphold the products properly. All types of contests are also a good way to attract visitors to the website. These would also be displayed in this section. Sections D and E end at the footer.



Figure 11. New Kivikeisarit.fi website. (Appendix 3)

By using earthy color schemes, (Figure 11) the overall look and feel of the website has tried to be kept as close to the core product as possible. The simple structure supports the ease of use and makes the website easier to perceive.

### 3.3.9 Personal selling

According to a study made in the USA the five most-valued traits identified in a sales person are: reliability (98,6%), professionalism (93,7%), product knowledge (90,7%), innovativeness in problem solving (80,5%) and presentation (69,7%) (Shimp 1997, 192). The customer encounter is the moment of truth when the company is expected to reclaim all the promises it has given through advertising. Being able to meet the expectations that the customer has already formed is important. It is said that the first 30 -seconds are the most critical regarding good first impression (Printing News 2008). Appearance and non-verbal communication

are important factors that need to be thought over and practiced. According to Albert Mehrabian only 5-20% of what we say come out of our mouth, the rest up-to 80% is non-verbal (Narula 2005). Personal selling brings the advantage of customization over impersonal mass marketing to the sales person's disposal. The communication can be tailored to fit each customer based on dialogue between the sales person and the customer during each encounter (Ylikoski 1999, 288). When it comes to the approach there are plenty of sales techniques to choose from. Various kinds of sales methods have been developed since 19<sup>th</sup> century and it is impossible to pick one over the others as the best one. Often the chosen technique stems from the sales person's personality. The various techniques can be presented on an axis where the other end presents sales driven approach and the other customer driven approach. All the other techniques place somewhere between these two. Earlier explained AIDASS –model can be used to outline a demand-oriented sales approach, which also takes the customer's needs into consideration, whereas sales oriented approaches always aim to maximize the amount of sales. A good sales person observes the customer, recognizes his non-verbal messages and changes his own behaviour accordingly (Bergström & Leppänen 2005, 362-364).

When the time arrives for Kivikeisarit to hire new sales personnel the company should, besides product knowledge, concentrate their new hire training also to include knowledge about the firm: company background information and history, finance information, special know-how, social responsibility and company goals and future outlook. Not all company information is meant to be shared with the customer but the awareness helps sales person in their daily work and in answering customer questions. Customer knowledge is important in sales work. Sales people are required to make themselves familiar with current customers as well as prospects. Keeping up a customer register of buying customers is highly recommended. This also helps in identifying the key customers who usually form 10-20% of the customer base. According to Pareto's law introduced by Dr. Joseph Juran: *80% of your sales come from 20% of your clients* (Narula 2005). Although the numbers might vary in reality the importance of identifying and fostering of key customers can't be denied. Introducing special offers for key customers is a good way to get started.

Managing customer complaints is a natural part of sales work, which should be seen as an opportunity and never as an annoyance. Bill Gates, the Chairman of Microsoft has been quoted to say that: *Your most unhappy customers are your greatest source of learning* (Cusick 2009, 67). It is a good idea to encourage customers to place complaints by making posting complaints as effortless as possible. Customers are also more eager to post complaints if they know that the complaints are in truth been addressed. Through complaints a company can get valuable information about their products and/or service, and this how find ways for improvement. It has been noticed that unhappy customers who don't complain often end their customer relationship after an unsatisfied experience. (Bergström & Leppänen 2003, 362-375.)

### 3.3.10 Direct marketing

Direct marketing can be an effective way to reach a large group of people. Leaflets are delivered straight to mailboxes and exposure is guaranteed. Still, direct marketing can have a negative feel to it. Not all people appreciate this kind of mail and although the circulation is great, there is no guarantee what so ever that the leaflet would receive any attention at all. It can easily be ignored or get mixed with other mail. Nevertheless direct marketing can be an effective way to reach prospects, although it can be a little pricey as is demonstrated in Table 11.

According to the Statistics Finland there are 11,725 houses in Nurmijärvi (Statistics Finland 2009b). This number excludes apartments, as the main concentration in this case is people with gardens. Finnish Post Office, Itella, provides services for companies who wish to start direct marketing. There are two main options from which the company must first choose. First one is whether they wish to target specific people, when they need addresses or do they simply wish to reach certain neighborhoods, when the confining is done based on the post number. Limiting the area by post number is cheaper as then the company does not need to buy addresses from an outside source, which would certainly increase expenses. Also this way the leaflets do not need to be enclosed nor sorted by the Post Office.

Table 10. Estimated postage of leaflets with a delivery on specific date/week (Itella 2009)

		Target	Amount	Postage (VAT 0%)	Postage/pcs (VAT 0%)
Fixed delivery	Date	All households	15,099	€2,074.60	€0.1373
		House owners	11,725	€1,652.05	€0.1408
	Week	All households	15,099	€1,500.84	€0.0993
		House owners	11,725	€1,224.09	€0.1044

As shown in above Table 10 the company can gain major savings if the leaflets do not need to be delivered on a certain date but rather during a certain week. Postage for reaching all house owners in Nurmijärvi is €1,224.09, of course this number excludes all other costs such as printing, which are listed in Table 11. Postage and printing costs are calculated by using a one-sided 170g A5 paper, which is a littler thicker and more professional looking than the normal 80g copy paper.

Table 11. Estimated price of leaflets

Ammount	Printing (VAT 0%)	Postage (VAT 0%)	Price (VAT 0%)	Price/pcs (VAT 0%)
15,099	€3,639.00	€1,500.84	€5,139.84	€0.3404
11,725	€2,826.00	€1,224.09	€4,050.09	€0.3454

(Adigi 2009, Itella 2009)

Even minor advertising is better than no advertising at all. Therefore it should be noted that if the entrepreneurs aren't afraid of doing some legwork, the printing costs for 300 leaflets is a reasonable €98. Those could then be delivered to the nearby houses by foot.

Email newsletters are a cost effective way to reach a lot of customers. This method requires a company to maintain an up-to-date customer database, which would include email addresses. At the moment Kivikeisarit does not have such database but along the introduction of the new web page the company could introduce an option for the customers to subscribe to a company newsletter. This would be an easy way to collect customers' email addresses and at the same time be certain that the customer gives this information out from their own will. Possible problems



could be caused by certain email clients or Internet service providers, which might classify the newsletter as spam and prevent the customer from ever receiving it.

### 3.4 Place

The actual product is bought straight from the manufacturer in China and delivered to Finland in a containership. At the moment all sales take place from the company warehouse, which is located in Nurmijärvi. Customers contact the company and negotiate a time to meet at the warehouse. If a sale is made the customers can either collect the goods themselves or the company can arrange a delivery on the nearby area. (Pihlava 2009.) The fact that the warehouse is open on appointment only, is a real block for consumer interest.

#### 3.4.1 Distribution channels

Eventually the goal would be to get the products to be stocked and sold by major retailers and wholesalers. At the moment this is not possible, as the requirements set by these parties can't be matched. Mainly the amount of required stock, which would tie up huge amounts of capital and the steady flow of deliveries are the main problems that a company of this size can't meet. (Pihlava 2009.)

At the moment all sales happen straight out of the warehouse in Nurmijärvi and no actual retail store exists. As a side note, the collection is also available to be viewed in Tampere but all deliveries or pickups happen from Nurmijärvi. As long as this remains as the only retail location, the market area will remain the same and the sales focus stay in Nurmijärvi and its surrounding cities. Although the geographical coverage might be small, the population coverage is still substantial. By keeping the geographical area small the company can more easily preserve its focus, counter to the amount of competition faster and manage the logistical pattern more economically.

### 3.4.2 Retail store

Maintaining a physical store can be a huge investment for a small company. It adds new fixed costs that a company is required to manage regardless. This calls for certain stability and predictability in a company's money flows. Therefore having a physical store can become major burden overtime if the company has not made proper plans. Store is a longtime commitment and all strategies should be made accordingly. Before starting the process a company should ponder if the opening of a retail store actually adds any value to their operations. Only if the answer is positive and some concrete advantages can be listed should the company in my mind proceed with further planning.

As consumers, every one of us knows that we all have our peculiar habits when it comes to buying. We are just accustomed to act certain ways in specific buying situations. It just feels more natural to physically go out to buy certain things rather than order them for example online. Building materials are a good example. How many of us can say ordering new wallpapers online without physically seeing them first? The same goes with decorative stone products. Customers have the need to witness the product firsthand before they feel confident about making a purchase. This is also how the customers of Kivikeisarit currently act. They contact the firm by email or phone, make an appointment and go to the warehouse to see the products firsthand (Pihlava 2009). This is where the existence of a retail store would become relevant and most importantly add real value. It would make the company more reachable and eliminate the need to contact the firm beforehand, which for some could be a major hindrance. Customers would not need to travel solely to the product just to see how it looks, but rather the product could be brought to the customers. To locations where they are accustomed to shop and from where they feel natural to purchase such products. By having a physical presence in a location where the customers would visit nevertheless, the company can reach prospects, in the form of walk-ins, which they might not have reached by any other means. Thus gaining synergies from other businesses present at the same location. It could also increase consumer confidence towards the business, act as a free advertising and give the customers more flexibility to visit.

Grocery stores are usually built to locations that are easily reached by customers, which is understandable as we, the customers, visit these places almost daily. Therefore opening a retail location to the proximity of a grocery store not only provides the location with a steady flow of visitors, but also makes sure that the place is easily approached, at least theoretically. The only obstacle is that finding such location can be easier said than done.

Construction company YIT is building a 3,792m<sup>2</sup> shopping centre in Koivuhaka, Vantaa, which is estimated to be finished at the end of April of 2010 (Appendix 4). The location will have a 1,736m<sup>2</sup> grocery store as well as a locksmith, a restaurant, a coffee shop and a hairdresser. (YIT 2009.)

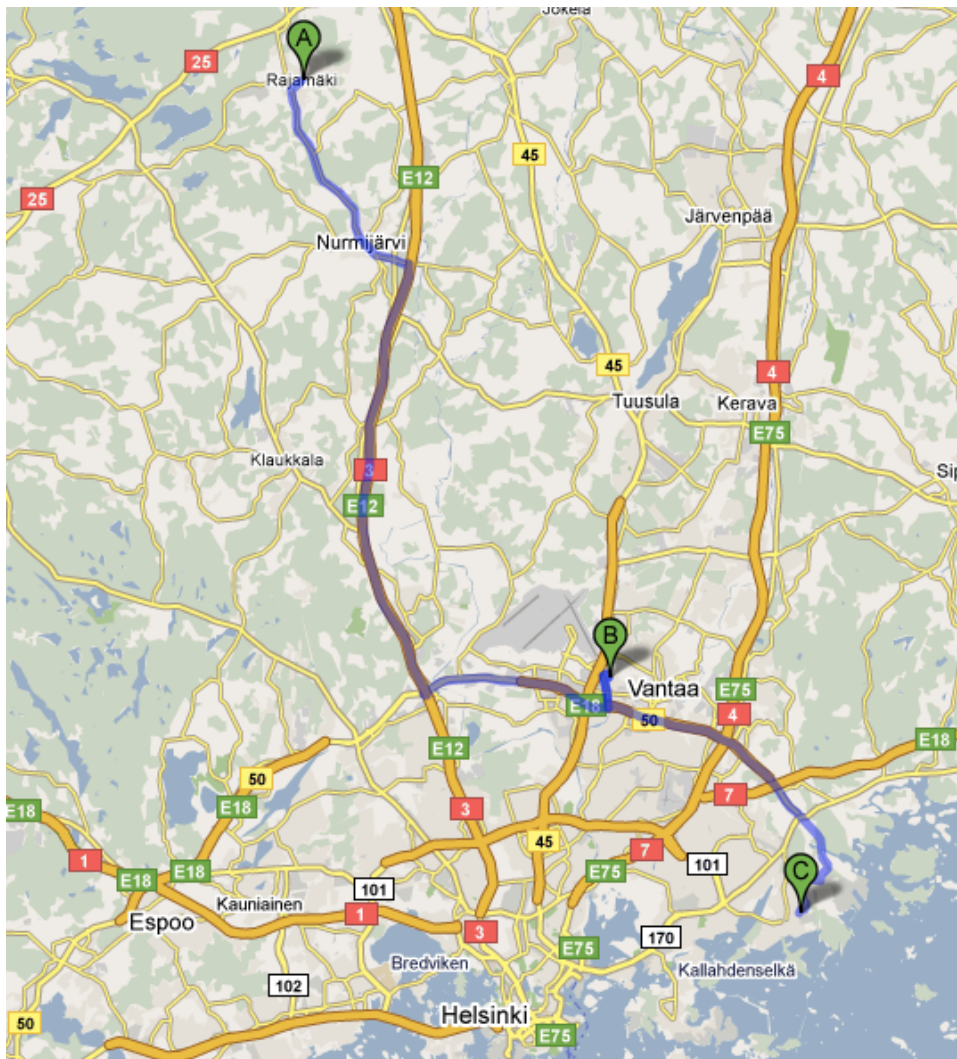


Figure 12. A: Kivikeisarit warehouse, B: Koivuhaka, and C: Vuosaari on map (Google 2009b)

The location, Figure 12, of this centre is ideal for motoring customers. It is situated right next to the Kehä III and Tuusulanväylä, which are both one of the busiest routes in the entire country. On Kehä III the traffic is around 75,000 vehicles and on Tuusulanväylä around 76,000 vehicles per day (YIT 2009). Connections from all over are exceptionally good and the location has a lot of activity around it that already by itself draws a lot of people to the area – the Helsinki-Vantaa airport, Jumbo mall and Varisto industrial area to name a few. Therefore the overall purchasing power of this area is high. It is also very actively developed area, with a lot of new residential and commercial constructions planned or underway. Approximately 40,000 people live 5-10 minutes drive away from this location. (YIT 2009.) Despite the fact that it is not located in Nurmijärvi it can also reach these customers, as it is only a 26-minute drive from Nurmijärvi and on many commuters way to work. It is also close by, only 23-minutes away, the Port of Helsinki in Vuosaari, which is the main harbor in Finland and also the one used by Kivikeisarit for their imports (Port of Helsinki 2009, Pihlava 2009). Available locations such as this one are very hard to come by. The blueprint for the store can be seen in Figure 13. The location in question is marked as LH02, which is a 55m<sup>2</sup> space right by the main entrance. This space is currently available. (Mustakangas 2009.)

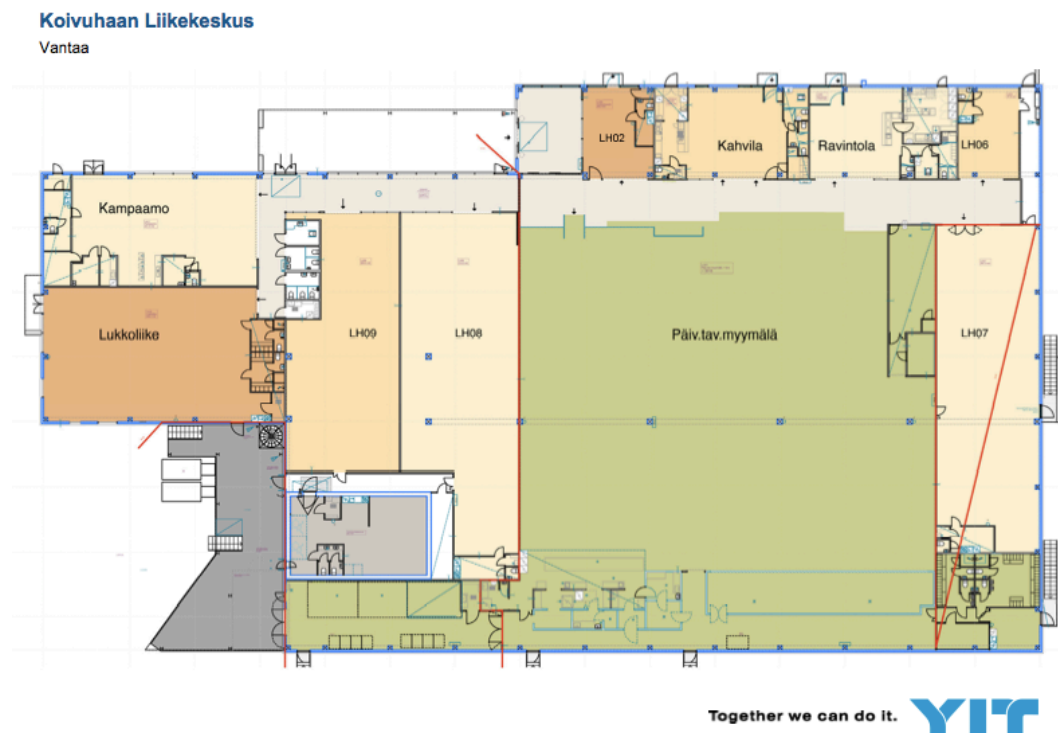


Figure 13. Floor plan for Kouvuha Shopping Centre (YIT 2009)

It is not yet published what type of stores will be opened to spaces LH06-LH09, which for their part define how suitable this location would turn out to be at the end. As the available space is only 55m<sup>2</sup> this location would more or less act as a showroom. Maintaining a major stock at this location would therefore not be possible. Although it would not even be essential as most customers would not be able to transport the supplies by themselves anyhow. Keeping a small stock of decorative stones would serve its purpose much better and be a solution that would be actually movable by the customers. Something that they would feel comfortable taking with them and something that would actually fit their trunks. All bigger purchases could be negotiated at the store and delivered to the customers straight from the warehouse or harbor. Naturally pick-ups could still be arranged if so requested. The main idea behind the retail store would be to have an easily reached location, where the customer could personally see the products and to interact face-to-face with a company representative.

This specific location possesses a lot of positive factors. It is located in a good spot that is easy to find and reachable from Nurmijärvi, Helsinki and Vantaa. It has plenty of, 133 to be exact, parking spaces (YIT 2009). The property is brand-new, the rent, €1,320 is reasonable and it is in reality available (Mustakangas 2009). The only question marks are the other stores at the centre and how well would they support the business of Kivikeisarit. Despite my numerous inquiries this question remains unanswered. Also the room for storage is limited.

Personnel expenses explained in Table 12 are based on private service sector's trade union's PAM collective agreement, which defines the base salary and supplements for salespersons. The calculations assume that the salesperson is newly hired, inducted by the company and is working full-time, eight hours a day on weekdays and five hours on Saturdays. The base salary defined by PAM is €9.94/h on weekdays. On Saturdays a €5.34 weekend supplement is added to the salary. (PAM 2009.) The calculations do not take into account any possible Sunday openings or evening supplements.

Table 12. Costs of employment divided between the employer and the employee (Lindroos 2009, PAM 2009, Yrittäjät.fi 2009)

Employer pays	Percentage	Month	Year
Salary (40h/week)		€1,761.28	€21,135.36
Pension contribution (TyEL)	17.10%	€301.18	€3,614.15
Social security	2.00%	€35.23	€422.71
Statutory accident insurance	7.42%	€130.69	€1,568.24
Unemployment contribution costs	2.70%	€47.55	€570.65
Bonus holiday pay	4.00%	€70.45	€845.41
Healthcare insurance		€23.42	€281.00
<i>Social costs combined:</i>		<i>€2,369.79</i>	<i>€28,437.53</i>
Employee pays			
Withholding percentage	18.00%	€317.03	€3,804.36
Pension contribution (TyEL)	4.30%	€75.74	€908.82
Unemployment contribution costs	0.20%	€3.52	€42.27
Possible trade union costs	1.50%	€26.42	€317.03
<i>Costs combined:</i>		<i>€422.71</i>	<i>€5,072.49</i>

### 3.4.3 Resellers

Albeit the requirements set by big retailers such as Rautia or K-Rauta are too strict for company the size of Kivikeisarit to meet, the use of retailers should still not be ruled out. According to the ‘Yellow Pages’ there are ten-or-so garden shops located in a 20-kilometer radius from the Kivikeisarit warehouse (Eniro 2009). These are most likely independent, entrepreneur driven small or medium sized companies, who do not boast the need for the same kind of strict requirements about quality control or reliability of delivery as the big chains. It is safe to assume that shops like these operate very locally and possess a somewhat loyal customer base. By negotiating individual deals with the shops Kivikeisarit could expand their presence easily without excessive marketing. Customers would be able to witness the products themselves and make their buying decision based on the product’s features and price. Displaying the products alongside the more expensive competing products would even more highlight the main advantage, the lower price and most likely give a cutting edge. The same approach could also be used for interior decorative stones, although suitable independent hardware stores or furnishing shops are much more difficult to find as the industry seems to be dominated by big chains.

### 3.4.4 Kivikeisarit bus

Finland has a long history of grocery stores on wheels, all the way from 1932 when the first ones started operating. Since the heydays in the 50s and 60s the fleet has diminished to roughly 70 still operational vehicles. (Finnica 2009.) This very same idea could be further refined to the use of Kivikeisarit. This kind of an approach would allow versatility in relation to a fixed location. The bus could visit garden-shops, market places or even fair sites and this how spread the company message and bring the products to the customers, not visa versa. The bus would provide multiple possibilities. It could be used as a mobile retail store, an expo booth and even as an office, especially during the winter months as the current warehouse location does not post such a possibility. It would also act as a good marketing tool. At least it would definitely be noticed.



Figure 14. Design draft of the exterior for a possible Kivikeisarit bus

According to an electronic marketplace ‘Mascus’ the prices for such a vehicle start from around 10,000 Euros, which would be equivalent of a 40 weeks rent at the Koivuhaka retail location introduced in chapter 3.4.2. The bus itself would be painted to be in line with the advertising campaign, as demonstrated in Figure 14.

## 4 IMPLEMENTATION

In this chapter the focal point is in discussing measures that could be used in order to implement the various options and ideas introduced in the previous chapters. As it has been previously mentioned the goal of this thesis is not in finding a single right solution but rather in introducing multiple viable options that the company can use regarding their needs and budget at any given time. Nevertheless I saw it constructive to present two example approaches that can be used as such or modified depending on the goal. The first one is aimed more for the present time and designed a small budget in mind. The second one is more for the future, when the company has hopefully already established some foothold on the market place and can afford to spend a little more on marketing.

### 4.1 Example campaign one

This first example aims to capture the local market in Nurmijärvi and raise awareness in the neighboring cities. As identified in the chapter 2.3.2, 35-64 year olds are selected as the main targets for this specific campaign. The reason being that they are identified as the most solvent customers and 83% of this age group lives in a detached house or a row house. I have selected three different medias to be used for this campaign. As explained in chapter 3.3.3.4, Vartti is an ad sponsored newspaper which is delivered to 17,000 households in Nurmijärvi free of charge. Therefore its reach is very comprehensive and price, compared to the other popular newspapers at the area, very competitive. The campaign would be build around advertisements in Vartti. An advertisement the size of  $\frac{1}{4}$  of the page would in my mind be suitable. It is big enough to get noticed and with a price tag of €248 priced reasonably. The print ads would be supported by radio ads. As mentioned in the chapter 3.3.3.2 Iskelmä radio reaches the targeted age group of 35-64 year olds very well and provides the possibility of localized advertising. This makes radio advertising more affordable and ensures that Kivikeisarit is only advertising to those customers who they can serve. Radio is also an especially good media to reach the vast amount of commuters discussed earlier. A 30-second spot on Iskelmä radio during primetime would cost €27. Both, newspapers and radio ads would promote



the newly refreshed company website (chapter 3.3.8.1) as the source of further information. The website would also be promoted through advertising on Google. On Google advertisers can determine by themselves the amount of investment and even set daily limits, as explained in chapter 3.3.3.5. The advertising would be limited to the Nurmijärvi area. This kind of combined use of print, radio and online advertising, would in my view maximize the exposure and when carefully aimed to the right people at the right area also bring the best value. The advertising would be supported by a physical presence at the local shopping centers and plazas e.g. by celebrating company birthdays imposingly. At the price of some free balloons and coffee the company can gain a lot of attention and possibly even be covered by the local press, as explained in chapters 3.3.4 and 3.3.8.

#### 4.1.1 Radio advertisement explained

As mentioned in chapter 3.3.3.2 the target group for the radio advertisement (Appendix 5) would be 35-64 year old Iskelmä radio listeners. Therefore the advertisement needs to be calm and the message easily understood. The advertisement itself concentrates on telling a small story that utilizes the listener's imagination and this way tries to capture their attention.

#### 4.2 Example campaign two

This second example is designed a broader target market coverage in mind and also takes into account age groups below 35 -year olds. This goal is to be achieved by beginning to advertise on television and magazines alongside the methods discussed in the previous chapter 4.1. The effect of TV advertising is to be tested with MTV3 channels 'Joka kodin asuntomarkkinat' program, which airs its reruns on Sunday mornings when the repertory is known to be very housing and garden centric. Hence, this would be a fitting spot for Kivikeisarit. As it is pointed out in chapter 3.3.3.4, advertising on Deko would be a suitable way to try to reach age groups below 35 year olds as well as city people. Increasing Google advertising to cover the entire metropolitan area supports the expansion of the target market as well.

#### 4.2.1 Television advertisement explained

The proposed story of the TV advertisement (Appendix 6) proceeds at the spirit of the print ads. It begins by showing different well known landmarks build out of stone and then turns its focus towards showcasing modern use of stone. The advertisement is especially aimed for the Sunday morning spot and is therefore very serene but still very much in the point. The ad itself lasts for 30 -seconds.

#### 4.3 Conclusions

As a conclusion of the previous chapters it is easy to concur that investing in marketing is important but in my mind the way it is carried out is even more important. In order to utilize the enormous possibilities that marketing gives to a company the process needs to be taken seriously and the effects need to be studied. It is recommended that Kivikeisarit would carry out a customer survey after each marketing campaign, in order to analyze its effectiveness and to collect information about the customers (Appendix 2). Advertising cannot be solely based on a gut feeling but it isn't rocket science either. The bare knowledge of who the customers are goes a surprisingly long way. This is also why maintaining a customer database is so important.

In the introductory part I mentioned that the goal of this thesis has been in answering the company's needs in a comprehensive but yet easily approached way. I think this objective has been succeeded in. Throughout this thesis the company is made familiar with important information from key sectors and ideas, which have been modified specifically for the company. Including improved logo; print, radio and TV advertisements; new website design and a customer survey. Now all that is required is implementation, hard work and a touch of luck – all the other ingredients for future success are already on the table.

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# Kivi on ikuista.

Siispä kun olet aikeissa rakentaa jotain suurta ja ihmeellistä  
tai vain uusimassa puutarhasi kivetyksen, anna meidän auttaa.  
Ei tarvitse jälkipolvien sitten ihmetellä.



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## ASIAKASKYSELY



### ASIAKAS

Mikä on pääasiallinen syy, että asioitte tässä yrityksessä? (valitse yksi)

- 1 Sijaitsee lähellä
- 2 Palvelun laatu
- 3 Laaja tuotevalikoima
- 4 Halpa hintataso
- 5 Hyviä tarjouksia
- 6 Tuotteiden korkea laatu
- 0 Minulla ei ole mielipidettä

Mistä kuulitte Kivikeisareista?

- 1 Mainos Vartissa
- 2 Mainos radiossa
- 3 Mainos Internetissä (Google)
- 4 Internet haun tuloksena
- 5 Tuote-esittelijältä
- 6 Kaverilta / perheen jäseneltä
- 7 Artikkelit sanomalehdessä
- 8 Jotain muuta kautta, mitä? \_\_\_\_\_

### SIJAINTI

Onko varastomyymälä mielestäsi helposti saavutettavissa (matka, sijainti)?

- 1 Kyllä
- 2 Ei
- 0 En osaa sanoa

Onko varastomyymälä mielestäsi helppo löytää (tienviitat, opasteet)?

- 1 Kyllä
- 2 Ei
- 0 En osaa sanoa

Onko varastomyymälän ulkoasu huomiota herättävä? (Siisti rakennus, yrityksen nimi näkyy selkeästi jne. )

- 1 Kyllä
- 2 Ei
- 0 En osaa sanoa

**MYYMÄLÄ**

Mitä mieltä olet myymälän aukioloajoista?

Todella huonot 1 2 3 4 5 Todella hyvät 0 En osaa sanoa

Ovatko hinnat mielestäsi selkeästi esillä?

1 Kyllä 2 Ei 0 En osaa sanoa

Ovatko tuotteet mielestäsi selkeästi esillä?

1 Kyllä 2 Ei 0 En osaa sanoa

Kuinka tärkeänä pidät seuraavia asioita?

Asennus ja hoito-ohjeiden antamista ostotapahtuman yhteydessä

En ollenkaan tärkeänä 1 2 3 4 5 Erittäin tärkeänä 0 En osaa sanoa

Asennus ja hoito-ohjeiden saatavuutta verkkosivuilta

En ollenkaan tärkeänä 1 2 3 4 5 Erittäin tärkeänä 0 En osaa sanoa

Kuljetuspalvelua

En ollenkaan tärkeänä 1 2 3 4 5 Erittäin tärkeänä 0 En osaa sanoa

**PALVELUN LAATU**

Onko henkilökunta mielestäsi avuliasta?

1 Kyllä 2 Ei 0 En osaa sanoa

Koetko, että henkilökunta on hyvin koulutettua?

1 Kyllä 2 En 0 En osaa sanoa

Minkä kokonaisarvosanan antaisit palvelun laadulle?

Erittäin hyvä 1 2 3 4 5 Erittäin huono 0 En osaa sanoa

Kuinka paljon olet samaa mieltä seuraavien väitteiden kanssa?

Tuotteiden hintataso on mielestäni liian korkea.

En ollenkaan samaa mieltä 1 2 3 4 5 Täysin samaa mieltä

Asioisin mieluummin oikeassa myymälässä kuin varastomyymälässä.

En ollenkaan samaa mieltä 1 2 3 4 5 Täysin samaa mieltä

Halpa hinta on minulle tärkein ostokriteeri.

En ollenkaan samaa mieltä 1 2 3 4 5 Täysin samaa mieltä

**PARANNUKSET**

Kuinka tärkeänä pidät parannuksia seuraavilla aloilla?

Sijainti (opasteet, saavutettavuus)

En olleenkaan tärkeänä 1      2      3      4      5 Erittäin tärkeänä      0 En osaa sanoa

Aukioloajat

En olleenkaan tärkeänä 1      2      3      4      5 Erittäin tärkeänä      0 En osaa sanoa

Valikoima

En olleenkaan tärkeänä 1      2      3      4      5 Erittäin tärkeänä      0 En osaa sanoa

Asiakaspalvelu

En olleenkaan tärkeänä 1      2      3      4      5 Erittäin tärkeänä      0 En osaa sanoa

Hintataso

En olleenkaan tärkeänä 1      2      3      4      5 Erittäin tärkeänä      0 En osaa sanoa

Muut alueet

En olleenkaan tärkeänä 1      2      3      4      5 Erittäin tärkeänä      0 En osaa sanoa

Aiotko käyttää Kivikeisareiden palveluita seuraavallakin kerralla kun tarvitset kiviä?

1 Kyllä      2 En      0 En osaa sanoa

Miten arvioisit mielipiteesi Kivikeisareiden uusista verkkosivuista?

Erittäin positiivinen 1      2      3      4      5 Erittäin negatiivinen      0 En osaa sanoa

Missä mediassa haluaisit mieluiten nähdä Kivikeisareiden mainontaa? Aseta seuraavat mainospaikat mieluisuus järjestykseen. 1=eniten mieluisa, 8= vähiten mieluisa.

Aikakauslehdet \_\_\_\_\_

Internet \_\_\_\_\_

Puhelinmyynti \_\_\_\_\_

Radio \_\_\_\_\_

Sanomalehdet \_\_\_\_\_

Suorajakelu \_\_\_\_\_

Televisio \_\_\_\_\_

Ulkomainonta \_\_\_\_\_

## TAUSTATIEDOT

Ikäni:

- 1 alle 25 –vuotta
- 2 25-34 –vuotta
- 3 34-44 –vuotta
- 4 45-54 –vuotta
- 5 55-64 –vuotta
- 6 yli 64 –vuotta

Sukupuoleni:

1 Mies

2 Nainen

Kotikuntani: \_\_\_\_\_



Kivikeisarit kiittää osallistumisesta!

Irrota tämä lipuke ja palauta se täytettynä Kivikeisarit myymälään, niin osallistut risteilylahjakortin arvontaan.

Nimi: \_\_\_\_\_

Osoite: \_\_\_\_\_

Postinumero: \_\_\_\_\_ Postitoimipaikka: \_\_\_\_\_

Puhelin: \_\_\_\_\_

Sähköposti: \_\_\_\_\_



0400 642 123
kivikeisarit.fi

Koti
Tuotteet
Uutisia
Tietoa kivistä
Ideoita & hoito-ohjeita
Tietoa meistä
Yhteystiedot

## Kivi on ikuista.

Siispa kun olet alkeissa rakentaa jotain suurta ja ihmeellista tai vain uusimassa puutarhast kiveksen, anna meidän auttaa. Et tarvitse jälkipolvien sitten-ihmetellä.



HAKU

Uutiset & tapahtumat

📅
05.02.10

**Tuote-esittely** kauppa-  
eskus Jumbossa, Tule läp...

lisää

📅
01.02.10

**Vantaan Koivuhaan**  
liikkeskuksen uuden  
liikkeen avajaiset

lisää

### Tervetuloa sivuillemme!

Täällä voit tutustua kattavaan valikoimaamme, josta varmasti jokainen löytää itsell-  
een sen mieluisimman vaihtoehdon. Mikäli olet vielä ideaa vailla, niin näiltä sivuilta  
löydät varmasti apua. Muistathan myös osallistua kilpailuumme parhaasta pihasta!  
Sisustuskiven ei tarvitse olla kallista ollakseen näyttävää. Me myymme altoa kiveä,  
emme jäljitelmää.

### Tarjouksia



### Tutustu uusiin ideoihin



Haluaisitko ehottaa puutarhaasi, muttet vielä aivan tiedä miten?  
Mälle sivuille on koottu paljon ideoita, joista toivottavasti sinäkin  
löydät omasi.



01



02



03

### Äänestä paras pihakivetytys ja voita!



Together we can do it.

Appendix 5. Advertisement for radio  
Appendix 6. Advertisement for television

Appendices 5/1, 6/1

