Annika Leinonen

MARKETING PLAN FOR A NEW SERVICE PRODUCT
CASE SPAIN INTERNSHIP SC

Degree Programme in International Business
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Satakunnan ammattikorkeakoulu
Satakunta University of Applied Sciences

MARKKINOINTISUUNNITELMA KOHDEYRITYKSEN UUDELLE PALVELUTUOTTEELLE - CASE SPAIN INTERNSHIP SC
Leinonen, Annika
Satakunnan ammattikorkeakoulu
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Tämä opinnäytetyö toteutettiin Spain Internship SC:lle, joka välittää harjoittelupaikkoja opiskelijoille ja valmistuneille pääosin Espanjassa mutta myös muissa maissa. Opinnäytetyön tarkoituksena oli tutkia markkinoinnin suunnittelua ja kehittää toimiva ja realistinen markkinointisuunnitelma kohdeyrityksen uudelle Kanada -ohjelmalle, jossa yhdistetään opiskelu ja työharjoittelu, sekä löytää sen kohderyhmälle parhaat markkinointikeinot Suomessa. Lisäksi tavoitteena oli tutkia suomalaisten opiskelijoiden kiinnostusta kyseistä palvelua kohtaan. Opinnäytetyö kirjoitettiin syksyn 2014 ja alkuvuoden 2015 välisenä aikana, ja kyselytutkimus kiinnostuksen mittaamista varten marraskuun 2014 alussa.

Tutkimuksen teoreettisessa osuudessa käytiin läpi markkinointisuunnittelun prosessin vaiheet, joissa kerrotaan kuinka määritellä yrityksen missio, yrityksen tavoitteet, markkinoinnin analysointi, markkinoinnin tavoitteet ja strategiat sekä kuinka segmentoida, asemoida ja määrittää kohderyhmä, markkinoinnin kustannusarvio ja kuinka panna suunnitelma toimeen sekä valvoa sen etenemistä. Tärkeänä osuutena oli palvelutuotteen markkinoinnin kilpailukeinot, joita ovat itse tuote, hinta ja muut käyttäjäkustannukset, mainostaminen, paikka, fyysinen todistusaineisto, ihmiset ja prosessi. Teoreettinen osuus pohjautui alan kirjallisuuteen ja internet-lähteisiin.

Tutkimuksen empiirisessä osuudessa käytiin läpi kyselylomakkeesta saadut tulokset ja analysoitiin palvelun mahdollisuuksia ja vastaajien kiinnostusta. Näiden pohjalta mietittiin sopivia keinoja mainostaa tuotetta sekä miten saada suomalainen kohderyhmä käyttämään palvelua. Lopputuloksena sopivista keinoista valittiin parhaat tavat palvelun mainostamiseen sekä kustannusten että näkyvyyden kannalta.

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This thesis was conducted for Spain Internship SC which provides global internship solutions for students and companies The purpose of the thesis was to study the marketing planning process and conduct a realistic and functioning marketing plan for the company's new service product, a study and internship program in Canada, and find the best way to promote it for Finnish students and recent graduates. The purpose was also to measure the interest of the target market towards this kind of service. The study was conducted between autumn 2014 and early 2015 and the survey measuring students' interest was conducted in November 2014.

The theoretical part of this thesis discusses the steps of marketing planning process including how to determine the business mission, corporate objectives, the marketing audit, marketing objectives and strategies, segmentation, targeting and positioning, the marketing budget and how to implement and control the plan. The extended marketing mix was an important part including the product, price and other user outlays, promotion, place, physical evidence, people and process. The theoretical part was based on professional literature and online sources.

The empirical part discusses the results of the survey and analyzes the opportunities of the service as well as the interest level of the respondents. Based on this information the author thought of the suitable ways to promote the service and how to get the Finnish target group to use the service. As the result the author chose the best and cost-efficient ways to promote the service in order to gain visibility.

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1 INTRODUCTION

The main reason for this thesis is to create a marketing plan for Spain Internship operating in Seville, Spain and for their new Canada program. The company wishes for a marketing plan for this product as the author was conducting her own marketing internship with them and the manager asked whether she could do a thesis about this subject for them.

The objectives for this thesis are to study marketing planning process, recognize the tools which are used to grow a company's business and to succeed among competitors and to find out whether this kind of product interests Finnish students, whether there is a niche in Finland for it and if yes, how to market it, what would be the target group in Finland.

The purpose is to create a realistic and functioning marketing plan for the new service product and measure the interest of Finnish students towards this kind of service.

The theoretical part includes the steps of marketing planning process, which are business mission, corporate objectives, the marketing audits; internal and external including Five Forces Analysis and SWOT analysis, the marketing objectives and strategies the extended marketing mix which includes product, price and other user outlays, promotion, place, physical evidence, people and process. Segmentation, targeting and positioning, marketing budget and lastly the implementation and control are also discussed.

The empirical part of the study consists of explaining of the survey and the questionnaire form for it and the results of the answers. A marketing plan for the new product of the case company was created based on the theoretical part, the analysis from the mixed method research and author's own experiences and information.

The conclusions include the summary of the study, recommendations for the company and self assessment of the author.

2 SPAIN INTERNSHIP SC

Spain Internship SC, as later referred as company, is a student services and recruitment organization which was established in 2010 by graduates. Their office is located in Seville, Spain. They provide global internship solutions for students and companies. Recruiting for more than 300 companies in Spain, they are the leading organization in their field aiming to offer a fair service to students and companies. (Website of Spain Internship 2014.)

The company's business plan is to be a service to students who look for an internship and for companies who look for interns. The company is the mediator between them. The company offers different services: the top vacancies are placements with no fees, they are free for students and this is the main service of the company. Whether the students cannot find any internship suitable for them through this service, they can use the customized internship search, which costs 490 Euros and the company looks for an internship for the student based on his/hers requirements. They have internship placements majorly in Spain, but also in Italy, France, Germany and outside Europe. (Website of Spain Internship 2014.)

1. **Top vacancies – no fees**
2. **Customized search**
3. **Work abroad**
    a. **Work in Canada**
        i. **Hospitality jobs**
        ii. **Internships**
        iii. **Study + internship**
        iv. **City Job & Resort**
    b. **Work in USA**
    c. **Teaching English in London**
    d. **Work in Germany**

Figure 1. Services of the company.

The work in Canada program consists of four individual programs; hospitality jobs, internship in Canada, study + internship in Canada and Work Holiday. The program where the thesis is focusing is the study and work program as it is suitable for Finnish citizens. The program is conducted in Vancouver, Canada. It contains 50 percent of studying in-class in top university in Vancouver and 50 percent of unpaid internship or paid casual job term. In addition to this, the student is able to work off campus for up to 20 hours per week and pay off some living expenses. Most students get entry-level job positions in the service and hospitality industry such as waiters, hostesses, cashiers and so on. These kind of positions have flexible schedules and minimum wage, which is $10,25 (CAD) per hour in the British Columbia. (Website of Spain Internship 2014.)

The college is accredited with the Private Career Training Institutions Agency of British Columbia (PCTIA) and has the Education Quality Assurance (EQA) designation, which is the provincial brand of quality for post-secondary education. The classes run 28 hours per week, from Monday to Friday. (Website of Spain Internship 2014.)

The program lengths are 6, 8 or 12 months. The intakes for the programs are every 3 weeks. Basically the outline is the following:

- 6 months (12 weeks study + 12 weeks work experience) and the courses include: Communications, International Marketing, Building Relationships, Success, Management Styles, Team Building, Raising Finance, Customer Services, Crisis Management, Mergers and Acquisitions.
- 8 months (16 weeks study + 16 weeks work experience) and the courses include all classes from the above 6 month program and in addition: International Business and Networking, Training, Business Partnerships, Trends in Energy and Environment.
- 12 months (24 weeks study + 24 weeks work experience) and the courses include all classes from the above 6 and 8 month programs and in addition: Employment Trends, Business Ethics, Finance and Banking, Company Strategy, Doing Business Online, New Business, Project Management.
  (Website of Spain Internship 2014.)

3 MARKETING PLANNING PROCESS

3.1 Marketing planning

McDonald describes marketing planning as a planned application of marketing resources to achieve marketing objectives. Therefore, marketing planning is a logical sequence of series of activities and leading to the setting of marketing objectives and the formulation of plans for achieving them. In small companies, which are undiversified, they go through a management process which is usually informal. In larger, diversified companies, the process is systemized. As a process it is simple to understand but in practice the most difficult of all marketing tasks. This is because it involves bringing together all the elements of marketing into one complex plan and in order to do so, some sort of institutionalized procedures are necessary. (McDonald 2007, 29-30.)

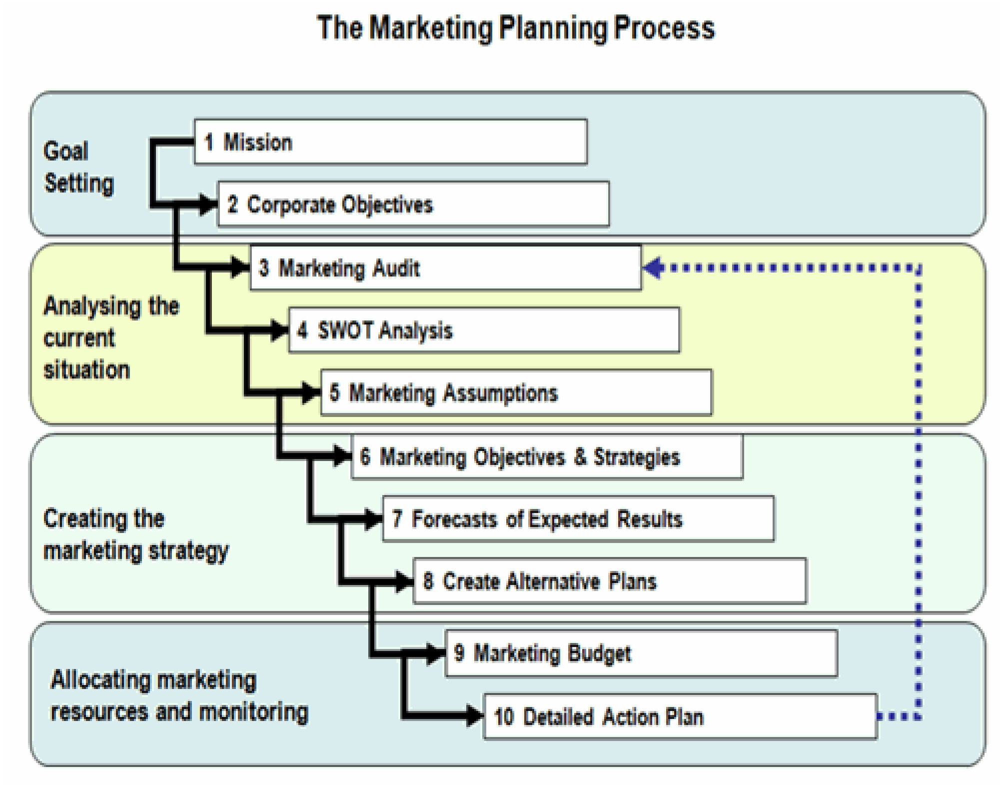


Figure 2. The ten steps of the strategic marketing planning process (McDonald 2007, 49.)

The ten steps (figure 2) are universally applicable but the size and the nature of the company determines how each step will be formalized.

3.2 Business mission

According to McDonald, the marketing plan should begin with a mission or purpose statement, this is the step one. This is the most difficult aspect to master for the management of the company as it's very philosophical and qualitative in nature. The mission statement should include the following: role or contribution, business definition, distinctive competences and indications for the future. (McDonald 2007, 50-52.)

A business mission is a broadly defined, enduring statement of purpose that distinguishes a business from others of its type. Two important ingredients are included in this definition: business missions are enduring and specific to the individual organization. The statement is rather market-focused than product-based. However, Levitt said that a business should be viewed as a customer-satisfying process not a goods-producing process. (Jobber & Fahy 2003, 274.)

To demonstrate this, let's use Samsung's business mission as a real life example: "We will devote our human resources and technology to create superior products and services thereby contributing to a better global society." (Website of Samsung 2014.) It includes the company's contribution, defines the business, and tells what distinctive competencies the company has and has indications for the future, meaning that this is a good business mission statement as it is clear and fulfils the necessary aspects.

3.3 Corporate objectives

Hatton explains that the corporate objectives are normally expressed in benefits to the stakeholders. This is the purpose of the business activity and to ensure that the objectives are achievable, they need to be tested against key environmental and situational considerations. The ambitious objectives are conducted in growth markets, when competition is limited, when growth through acquisition, in buoyant economic conditions and when resources are available for expansion. However, conservative objectives are conducted in mature markets, when facing increasing competition, when growth is evolutionary, in depressed economic situations and when resources are limited. (Hatton, 2000, 136.)

Also, the SMART approach can be used for defining the objectives, and this means that the objectives should be specific, measurable, achievable, relevant – has a meaning to those expected to deliver it, and timed. (Hatton, 2000, 136.)

McDonald explains that taking a look at the market overview is prominently in the actual strategic marketing plan. This stage should outline clearly what the market is, how it works, what key decision-making points are and what the segments are. The market definition is essential step to success and it must be made in the terms of need sets rather than in the terms of the product or service. (McDonald 2007, 54.)

3.4 The marketing audit

Jobber and Fahy explain that a marketing audit is a systematic examination of a firm's marketing environment, objectives, strategies and activities, which aims to identify key strategic issues, problem areas and opportunities. Therefore the marketing audit is the basis on which a plan of action to improve marketing performance can be built.

There are three main marketing audit types: SWOT analysis, PEST analysis and the Five Forces Analysis. In this thesis the author will discuss solely the SWOT analysis and the Five Forces Analysis due to the relevancy to the subject.

The marketing audit needs to provide answers to the key questions of the marketing planning process. The answers are based on the analysis on the internal and external environments of a business. (Jobber & Fahy 2009, 317.)

Table 1. Key questions and the process of marketing planning (Jobber & Fahy 2003, 289.)

Key questions	**Stages in marketing planning**
Where are we now and how did we get there?	Business mission Marketing audit SWOT analysis
Where are we heading?	Marketing audit SWOT analysis
Where would we like to be?	Marketing objectives
How do we get there?	Core strategy Marketing mix decisions Organization Implementation
Are we on course?	Control

According to McDonald, any company will face two kinds of variables: the kind where the company has no direct control and the kind where the company has complete control. Based on this, the structure of the audit should include external and internal audits. Sometimes marketing audit is considered to be the company's final attempt to define the company's problem, when it actually is done each year when starting the planning cycle concluding a formal, audit-type process of everything that has had an important effect on marketing activities.

The marketing audit should conclude life-cycles for major products and for market segments and based on these the upcoming shape will be predicted using the audit information. (McDonald 2007, 52-53.)

Jobber and Fahy explain well that the internal audit concentrates on those areas that are under the control of marketing management. When defining the internal audit, the checklist should include the following factors:

- Operating results: sales, market share, profit margins and costs
- Strategic issues analysis: marketing objectives, market segmentation, competitive advantage, core competences, positioning and portfolio analysis
- Marketing mix effectiveness: product, price, promotion and distribution
- Marketing structures: marketing organization, marketing training, intra- and interdepartmental communication
- Marketing systems: marketing information systems, marketing planning system and marketing control system.

(Jobber & Fahy 2009, 318.)

The SWOT analysis is a structured approach for internal analysis.

The external audit focuses on the forces that the management has no control.

The external analysis covers the macro environment, the market and competition. The macro environment consists of broad environmental issues that many impinge on the business. These include the economy, social/culture issues, technological changes, political/legal factors and ecological concerns. (Jobber & Fahy 2009, 318.)

A very popular external analysis is Porter's five forces model. Porter was interested in why some industries appeared to be inherently more profitable than others, and concluded that industry attractiveness was a function of five forces: the threat of entry of new competitors; the threat of substitutes, the bargaining power of suppliers; the bargaining power of buyers and the rivalry between existing competitors.
(Jobber & Fahy 2009, 319.)

3.4.1 Five Forces Analysis

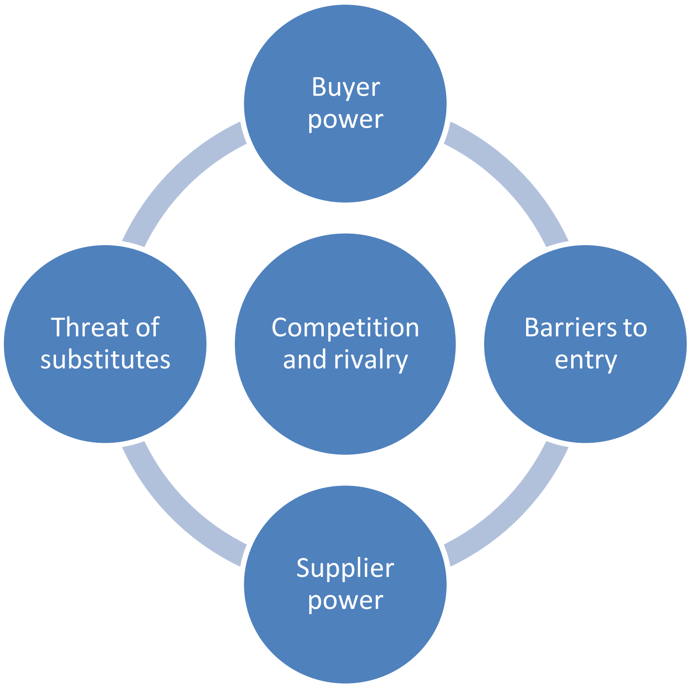


Figure 3. Five Forces Industry Analysis. (Adapted from Mooradian, Matzler & Ring 2012, 15.)

According to Jobber and Fahy, *the threat of new entrants* depends on the barriers to entry, these barriers include: economies of scale, capital requirements, switching costs, access to distribution and expected retaliation. (Jobber & Fahy 2009, 320.)

The bargaining power of suppliers will be high when there are many buyers and few dominant suppliers, there are differentiated and highly valued products, suppliers threaten to integrate forward into the industry and when the industry is not a key customer group to the suppliers. The company can reduce the high bargaining power by seeking new sources of supply, threatening to integrate backward into supply and designing standardized components so that many suppliers are able to produce them. (Jobber & Fahy 2009, 321.)

The bargaining power of buyers is greater when there are few dominant buyers and many sellers, products are standardized, buyers threaten to integrate backward into to the industry, suppliers do not threaten to integrate forward into the buyer's industry and the industry is not a key supplying group for buyers. (Jobber & Fahy 2009, 321.)

The presence of substitute products can lower industry attractiveness and profitability because they put a constraint on price levels. The threat of substitutes depends on the buyer's willingness to substitute, the relative price and performance of substitutes and the costs of switching to substitutes. The threat can be lowered by building up switching costs, which may be psychological, for example by creating strong distinctive brand personalities and maintaining a price differential commensurate with perceived customer values. (Jobber & Fahy 2009, 321.)

The intensity of rivalry between *competitors in an industry* depends on the structure of competition, structure of costs, degree of differentiation, switching costs, strategic objectives and exit barriers. (Jobber & Fahy 2009, 321-322.)

3.4.2 SWOT analysis

McDonald states that SWOT analyses decide what happen to the results of the audit. Some companies use audits that bring very little actionable results. A SWOT is a summary of the audit under the headings, internal strengths and weaknesses as they relate to external opportunities and threats. Each segment that is considered important in the future of the company should have its own SWOT. These SWOT analyses should contain only key factors in few paragraphs and highlight differential strengths and weaknesses vis-a-vis competitors and key external opportunities and threats. (McDonald 2007, 54-55.)

Internal (controllable)	**Weaknesses**	**Strengths**
External (uncontrollable)	**Threats**	**Opportunities**

Figure 4. Strengths, weaknesses, opportunities and threats (SWOT) analysis (Jobber & Fahy 2009, 323.)

The purpose is to exploit: use strengths to take advantage of opportunities, develop: invest to improve weaknesses into strength to target the opportunity and/or overcome weaknesses by taking advantage of opportunities, contend: use strengths to avoid threats, turn threats into neutral factors or even turn threats into opportunities (defensive marketing) and address or avoid: address weaknesses and/or avoid threats. (Mooradian, Matzler & Ring 2012, 226.)

Mooradian, Matzler and Ring define the basic steps to conducting a SWOT analysis and these steps are to assess the company's competitive advantages using the competitive advantage framework and/or comparing the value chains of the company and its competitors, to study the environment for opportunities and threats with an emphasis on how changes will affect consumption in relevant market and with regard to the relevant consumer needs, to identify the strategic alternatives and imperatives from the fit or match between the strengths and weaknesses and the opportunities and threats and to prioritize, plan and act. (Mooradian, Matzler & Ring 2012, 226-227.)

3.5 Marketing objectives and strategies

According to McDonald, the company writes assumptions which have to be made before the planning process proceeds. Standardization of the planning environment is a question and as an example in McDonald's book, it would be no good receiving plans from two product managers, one of whom believed the market was going to increase by 10 percent while the other believes the market was going to decrease by 10 percent. (McDonald 2007, 55.)

Writing the marketing objectives and strategies, is the key to the whole marketing plan process. Simply, an objective is what the company wants to achieve and the strategy how the company plans to achieve these objectives. The company can have one or more of the following marketing objectives: existing products for existing markets, new products for existing markets, existing products for new markets and new products for new markets. Important point is to remember that the objectives are only about products and markets. The marketing objectives should not be confused with pricing objectives, sales promotion objectives and advertising objectives. (McDonald 2007, 56.)

The marketing objectives can be achieved in the means of the extended marketing mix of 7 Ps, which are: product, price, promotion, place, physical evidence, people and process.

3.6 Extended marketing mix

Marketers usually address to the four basic strategic elements when marketing manufactured goods: product, price, place and promotion, usually referred as the 4 Ps of the marketing mix. However, due to the nature of a service, some strategic elements need to be included, and these elements are people, physical evidence, process and sometimes, productivity and quality. Collectively, this is referred as the 7 Ps model of integrated service management, which highlights the strategic decision variables facing managers of service organizations. (Lovelock 2001, 15-17.)

Figure 5. Expanded marketing mix for services. (Adapted from Wilson, Zeithaml, Bitner & Gremler 2008, 20.)

3.6.1 Product

According to Bergström and Leppänen, a product is the company's marketing mix's core competitive tool because the rest of the tools build around the product. They define the product as following: A product is a marketable commodity that is offered for markets to evaluate, to buy and/or to consume the way that the customers are satisfied considering with their needs, expectations and desires. (Bergström & Lappalainen 2013, 164.)

A service product has special features and these have to be taken into consideration when marketing a service. The services are immaterial, are produced and consumed at the same time, they are one-off, they cannot be usually standardized expect for some parts, there are people involved and the customer participates to the production of the service, ownership rights are not sold, they cannot be stored or sold again, they are difficult to try before purchasing and they are a process. The services can be observed from different point of views. These views are *the commercialism,* which are the public, commercial and non-commercial private services, such as maternity clinic, restaurant and charity; t*he industry,* which are the business, trade and logistics, personal and wellness services, such as insurance, maintenance, health care and spa; *the customer relationship,* which are the one time and continuous customer relationships; *the nature of the service,* such as high tech and high touch services and *the standardization of the service,* which means the basic and special services, such as flight and customized vacation. (Bergström & Leppänen 198-199.)

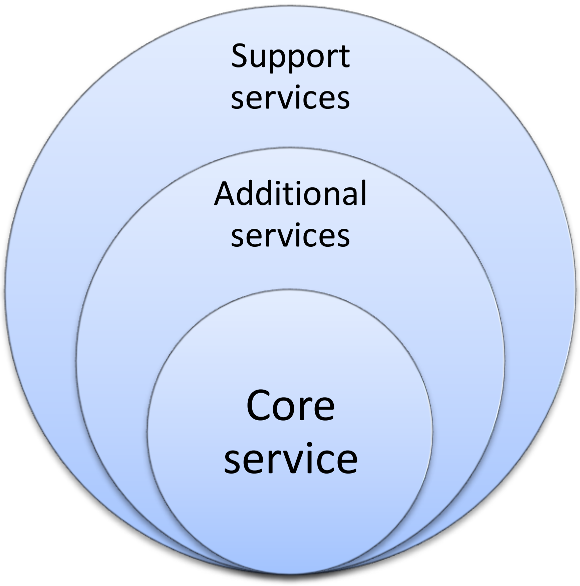


Figure 6. The levels of core service. (Adapted from Bergström & Leppänen 2013, 204.)

The product is understood as combination of levels and it concerns both products and services. The levels of the service consist of core service, which is the foundation why the company was established. With the peripheral services (additional and support services) they form a service package. Additional services, such as the check-in at the airport, are necessary before the flight. The support services create a competitive advantage compared to others, for example a free home delivery. All the levels affect to the image what the potential customers have about the service. (Bergstöm & Leppänen 2013, 204.)

The core product, peripheral services and the image form a combination which the customers evaluate when making a buying decision. The country image and corporate image, meaning the ideas that the buyer has about the production country and the company that is marketing the product, are behind the overall image of the product or service. (Bergstöm & Leppänen 2013, 204-205.)

3.6.2 Price and other user outlays

As Bergström and Leppänen define price in their book to be an important competitive tool because with it the company ensures the viability and financial success.

Traditionally in defining the price one has taken in consideration the costs, however, one must take other factors in consideration as well such as the corporate goals, competitive situation, the value by customers and the price sensitivity of different customers. The price is the value and measurement of the product, the factor that affects the competition, the factor that affects the profitability and the factor that affects the positioning of the product. (Bergström & Leppänen 2013, 257.)

When defining the price, the company must take into consideration the external and inside factors. The factors that affect the pricing policy most are *the market*, which is the base for the price level. Different markets have a different price level and the products targeted for different target groups can be priced with different motives. The competition as well as the demand and supply of the field affect the price level.
The public authority has its own effects in the pricing due to the various taxes and fees, and some prices such as the medicine and tariffs of the public transportation have to be approved by the ministry. *The corporate goals* form the base for the company pricing policy. One must consider what kind of image to create and how to maintain it. The market share and the goals of sales and viability also affect the pricing. *The product/service* of course needs to be taken into consideration. What kind of product is this, what is the segment group, what are the benefits of it and so on. The more the product/service differs from competitors, the more liberty there is to define the price. Finally *the costs* form the lowest limit for the price. The entrepreneur must be able to define the costs of the product as well as the additional costs.
(Bergström & Leppänen 2013, 261-262).

Pricing policy means the price level that the company has consciously chosen in comparison to the competitive products. The own products are priced above the market's general price level or above, lower or the same level with the most significant competitors. The basic options are the skimming pricing (expensive), the status quo pricing (mid-range) and penetration and volume pricing (cheap). The skimming pricing can be used as long as the product is thought as new and it does not have a significant competitor. The status quo pricing can be used when the price is not a significant competitor factor. This means that the company keeps track of the most important competitors or the standardized general price level of the field. (Bergström & Leppänen 2013, 263-264.)

When deciding the price, two pricing methods can be used: *cost-based pricing*, which includes the break-even pricing and full-cost pricing or *market-based pricing* which is based on the evaluation of the demand and competition. Also a third, *value-based pricing*, is taking its place, this method is based on the experiences of the customer and the benefits they have gained by using the product or service. (Bergström & Leppänen 2013, 265.)

While Bergström and Leppänen have good information on the price and pricing, Hatton states that the break-even analysis is a useful model for trying to examine the various pricing options and their impact on the performance. Fixed costs incur even if the business would be closed for a month: rent, interest charges, salaries and wages are those costs. Variable costs incur only when the business is operational: for example casual staff wages, raw material costs and energy costs are those costs. (Hatton 2000, 181-182.)

The price is not the only significant cost component in the long-term. Direct and indirect costs and also the psychological costs are more important to the customer and the price should not be the only cost component. When thinking about the customers, they should be interested in the long-term sacrifice to the company in order the business to be successful. The price is only a short-term sacrifice to the customers. The short-term sacrifice consists of the paid price, including discounts and terms) while the long-term sacrifice consists of the paid price and cost ratios. (Grönroos 2009, 186.)

The monetary costs are not the only costs that the consumers need to pay when buying and using a service. These non-monetary costs represent other sources of sacrifice, which are time costs, search costs and psychological costs and at times they may be more important than the monetary costs when evaluating whether to buy or re-buy the service. *Time costs* mean the time that the customer spends on waiting and interacting with the service provider, thus consuming time. Time is a sacrifice made to receive service in multiple ways. *Search costs* mean the effort the customer invests to investigate and select the service among others which is higher than the effort invested for physical goods, e.g. examining the price is more difficult as the services are not "on the shelves". *Convenience costs* mean for example the travel to experience the service as therefore the entire costs are higher. The customers also need to correspond their time to the company's time schedule if it does not do it. *Psychological costs* mean the fears that might incur when receiving services: the fear of not understanding (insurance), fear of rejection (bank loans), fear of outcomes (medical treatment or surgery). (Wilson, Zeithaml, Bitner & Gremler 2008, 432.)

3.6.3 Promotion

Promotion means the integrated marketing communications which include the efforts to communicate with the customer.

Personal selling and advertising are the dominant tools in promoting. Advertising reaches a large number of customers actively, efficiently and effectively, it reminds them of the product or brand. It includes impersonal media such as television, radio and newspapers where the sponsor is known. The multi-million dollar television commercials as well as the grocery adds on newspapers are advertising making it a very broad category. Advertising suffers from significant waste, clutter and skepticism by the consumers. (Mooradian, Matzler & Ring 2012, 49, 300.)

Direct communications include factors such as direct mail, telemarketing and e-mail but they also are a form of advertising. More on this in the next chapter “place”.

Personal selling includes individualized and interactive communications, such as one-on-one meetings, presentations and personal communications targeted to the individual customer. This method is however poor way to create broad awareness or interest because the cost per exposure is high but this does not mean that the overall costs of the sales programs cannot be modest. (Mooradian, Matzler & Ring 2012, 300.)

Sales promotions are short-term incentives intended to move customers to buying. It includes offers to consumers and no retail partners or the so called trade. Price-based consume sales promotions such as coupons, deals, and volume deals are effective at increasing sales in short-term but has deficiency long-term. These deficiencies includes lost revenues, degradation of brand image and makes the customers to expect deals and to this, delay their purchases. (Mooradian, Matzler & Ring 2012, 302.)

Public relations means the management of the company's complex relationships including regulators, public interest groups, the media and the customers. Publicity is also included in this category to gain mediated coverage such as press coverage by journalists. This coverage can be articles or segments in newspapers or electronic media which are unpaid-for space (advertising is paid-for space). Press is less likely to cover more mature products. (Mooradian, Matzler & Ring 2012, 302.)

Other communications directed towards the customers are media, targets and content. Promotion means also electronic/internet communications such as web sites and viral, point-of-purchase, event marketing, publications, brochures and materials and inter-customer communications such as buzz marketing which means word-of-mouth encouragement. (Mooradian, Matzler & Ring 2012, 44.)

3.6.4 Place

Bergström and Leppänen state that the basic function of place is to create the conditions to satisfy the customer needs. The product/service must meet the demand of the markets, it must be priced correctly and it must be in a place where it is accessible when the customer needs it. The customer also needs to be informed where and when the product is able to be purchased. The place ensures that the product is accessible to the customer the way that it creates value and benefit for the customer and the company’s goals for business and marketing are achieved. (Bergström & Leppänen 2013, 287)

Different marketing channels are available for the company. Direct marketing, networking and franchising are the basic channels from which the companies can choose from.

Direct marketing means a channel where the product is marketed directly from the supplier to the final consumer via internet, post, phone or other media. Direct marketing is both a media and a distribution channel. Direct marketing can be divided into direct selling and distance selling. (Bergström & Leppänen 2013, 298-299.)

Table 2. Forms of direct marketing in marketing channels. (Bergström & Leppänen 2013, 299.)

Direct selling	**Distance selling**
• sales at home parties • network marketing	• online store • mail order • phone sales • telemarketing • shopping channels (TV)

Networking means that the companies form a network of partners which is exploited in marketing. The cooperation exploits all the parties in the network as the companies act as marketing channels and references of each other's products. The companies complete each other the way that their resources and know-how form a whole that no company can achieve alone. By networking the companies can focus on their own core competence. (Bergström & Leppänen 2013, 305.)

In a broad view, networking means all financial and social cooperation which the company does with the external and internal partners. Social cooperation means the networks created with the interaction between people. Financial cooperation is the result of the combination of physical functions and resources. (Bergström & Leppänen 2013, 306.)

Franchising means a contract based cooperation between two independent companies. The franchise giver hands over the rights of the business model for a fee to the franchise entrepreneur. (Bergström & Leppänen 2013, 308.)

Online marketing is an effective way of marketing and distribution as the technology permits continuous 24 hours, 365 days a year trading between the company and the customer. The trading and marketing takes places in a virtual space and these networks are global, giving the company ability quickly to see whether their marketing works and can have quick responses. (Jobber & Fahy 2009, 269-270.)

3.6.5 Physical evidence

According to Hatton, the physical evidence includes the tangible evidence that reminds the customer of the product or service they are in process of using up. (Hatton 2000, 191.) The services cape (figure 7) creates the foundation to the physical environment of the service and to the understanding of the customers and employees. The servicescape includes three environment dimensions: ambient conditions such as temperature, air quality, noise, music and odor; the space/function such as layout, equipment and furnishings; and signs, symbols and artifacts such as signage, personal artifacts and style of décor. (Grönroos 2009, 433-434.) As an example, in restaurants the quality of service and cleanliness of the premises are critical for the positioning of the service. (Hatton 2000, 191.)

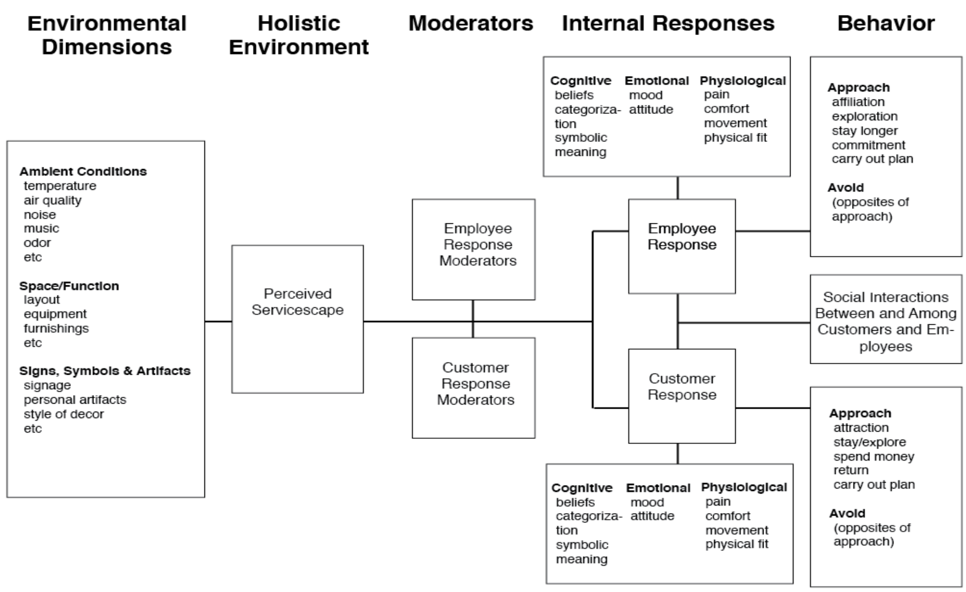


Figure 7. Servicescapes: the impact of physical surroundings on customers and employees. (Bitner 1992, 60; taken from Grönroos 2009, 433.)

Company's website, brochures, leaflets and other materials are also considered as physical evidence. In the case of this thesis this has a strong emphasis as the website is the company's main physical evidence and contact forum for the customers.

3.6.6 People

According to Mooradian, Matzler and Ring, this part refers to personal selling and service provision. When communicating with large amounts of information, the personal paid-for communication can be usually the most effective as "closing the deal". The cost-per-contact's personal selling ability to reach mass markets is limited. Personal is a so called "push" strategy and develops the demand at the next level of distribution system and therefore pushed the demand through the channel. (Mooradian, Matzler & Ring 2012, 49-50.)

People, who are front-line employees and those supporting them from behind the scenes, are important to the success of any service organization. The employees are the service, the organization in the customer's eyes, the brand and marketers. As an example, Disneyland Paris insists that their employees maintain "onstage" attitudes and behaviours whenever they are in front of the public and that they relax these behaviours only when they are truly behind the scenes or "backstage" in underground tunnels where guests cannot see them in their off-duty times.
(Wilson, Zeithaml, Bitner & Gremler 2008, 271-272.)

Customer participation at some level is inevitable in service delivery and co-creation. In many situations employees, customers and sometimes even others in the service environment interact to produce the ultimate service outcome. (Wilson, Zeithaml, Bitner & Gremler 2008, 299.)

The customer may be a group or an individual, and the services and the contribution to the work should be adapted to the needs and expectations of the customer. (Grönroos 2009, 419.)

The term "relationship marketing" is widely used to describe the activity between the customers and the company. There are four distinct types of marketing in this matter. *Transactional marketing* means that the transaction is an event where an exchange of value takes place between two parties. *Database marketing* means that the focus is still on the market transaction but also includes information exchange. *Interaction marketing*, a face-to-face interaction between customers and representatives of the supplier, can also be an ear-to-ear interaction via phone. This makes the relationship closer. *Network marketing*, occurs mainly in business-to-business context where companies commit resources to have positions in a network of relationships with customers, distributors, suppliers and so on.
(Lovelock & Wirtz 2004, 356-358.)

However, there can be about 30 types of relationships in the context of relationship marketing. These four described ways may not be mutually exclusive and companies usually mix different ways of marketing to create ways to satisfy all of their customers. (Lovelock & Wirtz 2004, 358.)

3.6.7 Process

Processes are the systems and policies which are responsible of ensuring the quality of the service. There are interlinking systems that are towards the customer service and the quality of the service is as strong as the weakest link in that chain, as according to Hatton. (Hatton 2000, 192.)

However, according to Lovelock, service processes range from simple procedures involving only a few steps to highly complex activities. The processes can be categorized into the following four broad groups: *People processing*, which involves tangible actions to people's bodies; *possession processing* meaning the tangible actions to goods and other physical possessions belonging to the customer; *mental stimulus processing*, which refers to intangible actions directed at people's minds and *information processing*, which describes intangible actions directed at customer's assets.
(Lovelock 2001, 37-39.)

Lovelock and Wirtz describe well the development of a service process blueprint. First, the company needs to identify the key activities in creating and delivering the service in question and secondly to specify the linkages between these activities. The best thing is to keep the activities relatively together in order to define the overall picture. Later any given activity can be refined by going down to obtain a higher level of detail. Lovelock has a good example for these steps: at the airport when the passenger boards the aircraft, he first waits for seat rows to be announced, then gives the agent the boarding pass for verification, walks down the jet way, enters aircraft, lets the flight attendant verify boarding pass, finds seat, stows carry-on bag and sits down. Service blueprints clarify the interactions between customers and employees and how these interactions are supported by additional activities and systems backstage. (Lovelock & Wirtz 2004, 232.)

To demonstrate the people processing group, let's take a look at Lovelock and Wirtz's example of a three-act performance of a restaurant experience: first, prologue and introductory scenes take place where the customer makes a reservation is introduced to the unseen employee. In this part the importance is in the style of telephone conversation (respondent's voice, speed of response and style of the conversation). After this the customer walks into the restaurant and interacts with the employees face-to-face and again, importance lies on the employees' behavior and service. Then is the delivery of the core product where the employee takes an order and the food arrives at the table. In this part, for example, bad hand writing or unclear verbal requests can be crucial as it can lead to the delivery of the wrong items. Finally the drama concludes, when the customers evaluate how the payment is handled and for example how the restrooms appear to be supplied. (Lovelock & Wirtz 2004, 233; 238-239.)

3.7 Segmentation, targeting and positioning

Bergström and Leppänen give a good definition for segmentation: it is finding and choosing different customer groups for marketing targets so that the chosen target group’s needs and values can be satisfied better than the competitors. A segment is a customer group that has at least one common feature in their buying behavior. (Bergström & Leppänen 2013, 150.)

Without a successful segmentation, the customer-oriented marketing does not seem to have the prerequisite to succeed. The following premises are for recognizing and choosing different customer groups: the company needs to find the customer groups that differ from each other based on what they buy and for what purposes: do they buy ready meals for dinner, do they prepare the meal themselves from scratch or do they eat at a restaurant and also, do they buy products based on their price, origin or organic aspects. The company also has to choose from all the possible target groups that are favorable for them. Everything from everyone –model is not possible anymore. From all the possible segments they also need to choose only a few, perhaps one, due to the fact that the resources of the company may not be enough to serve different needs of several segments competitively. (Bergström & Leppänen 2013, 151.)

To give more definition to segmentation, Mooradian, Matzler and Ring address that when developing a value proposition and marketing mix, a company basically has two options: choose mass marketing or segmented marketing. Mass marketing treats the customers as they would all be the same and is perceived as the "one-size-fits-all" approach with the same product, the same price, the same communications and sales effort and the same distribution offered to all markets. However, customers vary in their needs and for most companies, segmented marketing is a better choice as it allows the company to focus on the most promising market segments, tailor its offers to their needs and preferences and more effectively to design individual marketing activities to a specific group. (Mooradian, Matzler & Ring 2012, 193.)

However, according to Mooradian, Matzler and Ring, after the company has segmented the markets, there are two important decisions to be made: whether the company should go for a differentiated or undifferentiated marketing approach and if it chooses a differentiated approach, which segments should be targeted. The authors define well that to identify the segments that should be targeted, the following questions help to define them: how attractive are the individual segments to the company and does the company have competitive advantage in these segments. The undifferentiated marketing ignores segment differences and again, applies to a "one-size-fits-all" approach. This means that one product and one marketing program for all customers regardless of segment differences. It also simplifies organizational structures.

The authors also give a great example of this approach: Ford's Model T. Henry Ford wrote that any customer can have a car painted any colour that he wants so long as it is black. If the company wants to go for differentiated marketing, it means that they develop adapted or customized marketing mixes for different target market segments. However, this means more complexity in the organization. (Mooradian, Matzler & Ring 2012, 229-230.)

Mooradian, Matzler and Ring also define well the positioning as the final step in the strategy formation process. The purpose of positioning is to claim a unique and valued position in the minds of the customer and how the company wants to be perceived by their target market. (Mooradian, Matzler & Ring 2012, 233.)

3.8 Marketing budget

According to Mooradian, Matzler and Ring, the marketing budget depends on the strategies, the strategic objectives of the business unit and on the financial constraints of the company. They defined the four ways to determine the marketing budget. *Extrapolation* means the process of estimating beyond the original observation range, building upon the previous year's budget as a base, those allocations are either increased or decreased by a certain amount or are left unchanged**.** *Percentage of sales/profits* means that the marketing budget is determined as a percentage of the projected sales and profits. This is an uncomplicated method but reverses cause and effect. Sales a result of marketing activities not vice versa. *Target costing* means that the company determines the target sales volume and determines the target profit. The remaining resources are the marketing budget. This method applies the all-you-can-afford approach and similar to the percentage of sales –approach it does not consider the causal relationship between marketing budget and the target sales/profits. *Bottom-up budgeting* means the required marketing budget is derived from the objectives of the business unit. It determines all the marketing activities that are needed and calculates the costs for each and finally the total marketing budget. (Mooradian, Matzler & Ring 2012, 324-325.)

In most cases there would be a budget for the whole three years of the strategic marketing plan but also a very detailed budget plan for the first year which would be included in the one-year operational plan.
(McDonald 2007, 57.)

In Finland generally the part of marketing budget of turnover is 1-2 percent among different size companies but it can vary between 0-30 percent depending on how much the company wants to invest in marketing. (Kaupallinen menestys kasvun veturina – markkinointi Suomessa nyt ja tulevaisuudessa 2013, 7.)

3.9 Implementation and control

According to Jobber and Fahy, the final step in the marketing planning process is the control. The aim is to evaluate the results of marketing plan so that proper action can be taken if the performance doesn't match the objectives. Short-term control systems can plot results against objectives on a weekly, monthly, quarterly and/or annual basis. Sales profits, costs and cash flow are included in the measures. Long term control systems are the strategic systems. In these systems the managers need to have week-by-week and month-by-month results to critically reassess whether their plans are in line with their capabilities and the environment. (Jobber & Fahy 2003, 289.)

McDonald also explains that the company estimates the expected results and identifies the alternative plans and mixes. At this stage also alternative plans and mixes are considered, if necessary. (McDonald 2007, 57.)

Philip Kotler gives the best definition for implementing the process that turns marketing plans into action assignments and are executed the way it reaches the objectives of the plan. Strategy addresses to the questions what and why, while implementation answers to the questions who, where, when and how. *Diagnostic skills* are needed to recognize whether the poor strategy or poor implementation was the cause of a failed marketing program, *identification of company level* is needed due to the implementation problems being able to occur in three levels: the marketing function, the marketing program, and the marketing policy level. Marketers need other *imple-*

mentation skills to implement programs successfully: allocating skills for budgeting resources, organizing skills to develop an effective organization and interaction skills to motivate others to get things done. Lastly, *the evaluation skills* which the marketers need monitoring skills to track and evaluate marketing actions. All these mentioned sets of skills are needed for implementing the marketing plan. (Kotler, 2003, 683).

4 PURPOSE OF THE STUDY AND CONCEPTUAL FRAMEWORK

The purpose of the study is to create a realistic marketing plan for the new service of the case company. The service is a work and study program in Canada, and the aim is to increase the customer knowledge and the users of the service and also increase the profits by increasing the users of the new service.

The research objectives of the study were to:

- To study marketing planning process
- Create a simple and working survey form to learn how interested the students are about this kind of service and whether they know about the company already
- Analyze the results of the survey
- Create a realistic and functioning marketing plan giving recommendations and possibly creating new objectives for the management's knowledge to better control the marketing of the new product

The main research question is how to create a realistic and functioning marketing plan. Other questions completing the main research question are: will this kind of service product have interest among Finnish students and how do I promote this kind of service product in Finland.

Figure 8. Conceptual framework of reference. The marketing planning process. (Adapted from Jobber & Fahy 2003, 275.)

The conceptual framework is adapted from Jobber & Fahy and it contains the most important steps of the marketing planning process. The framework tells that the planning starts from the business mission and corporate objectives and moving onto defining the marketing objectives and through these to the core strategy and planning. After these steps have been conducted, it is time for research and analyzing the results and creating the marketing mix and plan and a marketing budget for the plan. The framework shows that the process concludes in the implementation and control of the created marketing plan.

5 METHODOLOGY

5.1 Mixed method approach

The necessary information and answers gathered to build the marketing plan for the new service were interviews and an electric survey based on a questionnaire form that was created before that, mixing qualitative and quantitative research methods, but focusing more on the quantitative method. The strategy used is the survey research where the data is collected in a standardized form from a group of people. Typical characteristics for this type of strategy are that data is collected from a certain amount of people from the target group using a questionnaire form or a structured interview. The collected data will be used to describe, compare and explain phenomenon. (Hirsjärvi, Remes & Sajavaara 2010, 134.)

5.2 Population and sample

The population was aimed to be Finnish students and graduates, ages mainly from18 to 30, in upper secondary school and vocational school in Rauma as well as a university of applied sciences in Rauma, Pori, Huittinen and Kankaanpää, Finland. The manager of the company wished to conduct an survey among Finnish students and the author chose the locations where Satakunta University of Applied Sciences operates because of her studies there and the contacting would be easier due to that. The aim was to gather 100 answers from these schools, however, the vocational school and upper secondary school were not willing to cooperate. Fortunately the students of Satakunta University Applied Sciences were eager to answer.

5.3 Data and information collection

The data and information needed for this thesis are gathered from books, internet, online databases, the manager of the company and with an online survey form which was created with Survey Monkey service.

5.3.1 Interview

The study counselor, Saija Arslan, from Kanali campus, Satakunta University of Applied Sciences, was interviewed for this thesis to find out through her experiences what students would think about this service and whether they would have interest towards it. There was no questionnaire form in this matter as the interview was conducted spontaneously while in school. In Mrs. Arslan's opinion, this service is very interesting and it would also interest students of all age. Important is that the students feel that the service is reliable and easy and comfortable to use. (Arslan personal statement, 3.11.2014.)

5.3.2 Questionnaire form

According to Philip Kotler, a questionnaire consists of a set of questions presented to respondents. Due to its flexibility, it’s far most the common instrument used to collect primary data. Questionnaires are especially useful in exploratory research, where the researcher is eager to know how the people think rather than measuring how many people think a certain way. (Kotler, Keller, Brady, Goodman & Hensen 2009, 198.)

The questionnaire form (appendix 1) consisted of ten questions which were divided into three groups. The first group of questions included the basic information of the respondent: sex, age, degree of education, degree program and the city where they currently live. The second group included multiple choice questions where the respondent had to evaluate the questions in importance scale 1-5 and likert scale 1-5 (Kotler 2003, 135.) The third group included open end questions where the respondent could answer the questions in their own words. To create the online survey, Survey Monkey -software service was used which helped to make the questionnaire form just as desired. With this service it was easy to send the link to the survey via email, follow the responds and analyze the results. The questionnaire form was conducted in Finnish as the information was gathered from Finnish speaking schools and the company wanted to measure the interest level of Finnish students.

The aim was to get answers via email from the upper secondary school, vocational school and Satakunta University of Applied sciences. Unfortunately the counselor of upper secondary school of Rauma informed that they won't be participating in the survey. The link to the survey was sent via email to the study counselors of upper secondary school of Rauma and Winnova vocational school and directly to the students of Satakunta University of Applied Sciences. The survey was conducted in Finnish so that the respondents would answer more sensitively as the focus was on the Finnish students and graduates.

5.4 Reliability and validity

The reliability refers to the research method's ability to provide non-random results, meaning that the research methodology will achieve the wanted results. It also means that the research can be repeated and have the same results. The concept of reliability often belongs to the quantitative research method. (Hirsjärvi, Renes & Sajavaara 2010, 231.)

There a four different approaches to this concept. Conformity is used to check that different indicators measure the same thing. The more indicators it's possible to use, the more reliable the data is. The instrument accuracy is used to measure the detection accuracy of a frequent phenomenon. This means that the phenomenon is observed as many times as possible and compared. The instrument objectivity is used to check how much the others understand the meaning of the observer. Continuity of the phenomenon is used to express the similarity of a specific observation. The phenomenon is continuous if it has been similar during different times. (Website of Metodix 2014.)

The validity of the research means the research methods ability to measure what it is supposed to measure. When the theoretical and operational definitions are consistent, the validity is complete. Calculating and evaluating the validity is simple: the results of measure are only compared to the existing information about the phenomenon that is being measured. (Website of Metodix 2014.)

The questionnaire form for the survey was designed on the basis what the author had learned on the course based on how to plan an suitable questionnaire or interview and the book "Tutki ja kirjoita" by Hirsjärvi, Remes and Sajavaara, which is about how to do research and write reports. The form has to have the background questions in order to know the gender, age and field of study of the respondents to know who are the most interested in the service. No names or contact details were asked due to the anonymity of the survey and also to raise the respondent rate. The likert scale -questions are easy and fast to answer and that is the reason the author chose to use them. The final part of the questionnaire formed from open end questions and these, as well as the likert scale, were designed not to be leading of the respondents' answers. The whole questionnaire included only ten questions and in different forms to make it interesting and rather fast to answer and also included all the necessary questions to know who and why the respondents are or are not interested in this kind of service. The questionnaire would have worked better as the paper version (appendix 1) as the online form included mid-options which may have altered the results. However, the questionnaire needed to be in digital form as it is more convenient and fast way to get results.

The interview was not planned ahead as the author went to see the study counselor only to consult whether it would be good to contact vocational school and upper secondary school students in Rauma and the study counselors' of these institutions in this matter. The author explained the service to Saija Arslan and she was very interested in the service and told her opinion about it. That is the reason there are no specific interview questions to this meeting but the opinions gave more depth to the survey and therefore helped to measure the interest and demand level towards this service.

Since the survey has answers only from Satakunta University of Applied Sciences (later referred as SAMK) it has a problem with the reliability. However, since the aim was to have at least 100 answers, the client company was satisfied with the amount of answers (23) and since they are from different age groups as well as fields of study, there are no additional institutions in this survey. The author assumes that the interest level would have stayed the same if other institutions would attended the survey, this is because of the high level of interest from only SAMK and that Finnish youth is generally interested in international opportunities.

6 MARKETING PLAN FOR SPAIN INTERNSHIP SC

6.1 Results of the survey

The survey was conducted in November 2014 (5.11.-20.11.) and the students had two weeks of time to answer the survey. The total amount of answers was 236, all from Satakunta University of Applied Sciences. The respondents were different ages from 18 to 30 and up. They were from different cities in Finland, studying different fields, being business, technology and health care and culture and arts. Women were more eager to answer as the ratio was 1/3 of men and 2/3 women. The reliability is good as all the questions were answered at least by half of the respondents and one respondent left the survey unfinished by skipping all the questions which technically brings the total amount of respondents to 235. The answers are analyzed question by question explaining the results and demonstrated with figures of the answers.

Gender

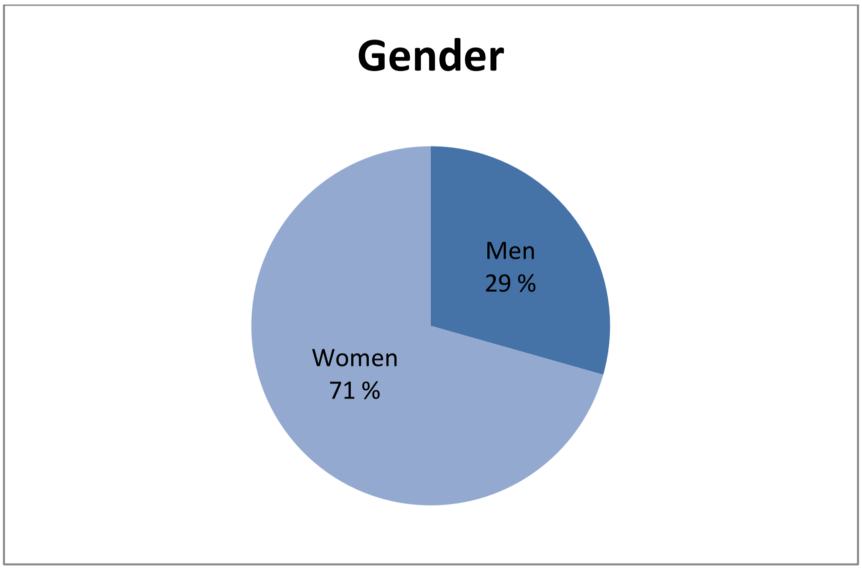


Figure 9. The gender of the respondents.

The first question of the survey was to know which gender is more interested in this kind of service but it also measures how sensitively each gender answered to the survey. From the results we can see that women were more eager to answer to the survey and when separating the answers, women were also more eager to answer to the open end questions. The reliability is good as all the respondents answered to this question. We could say that women are more interested in this kind of service.

Age

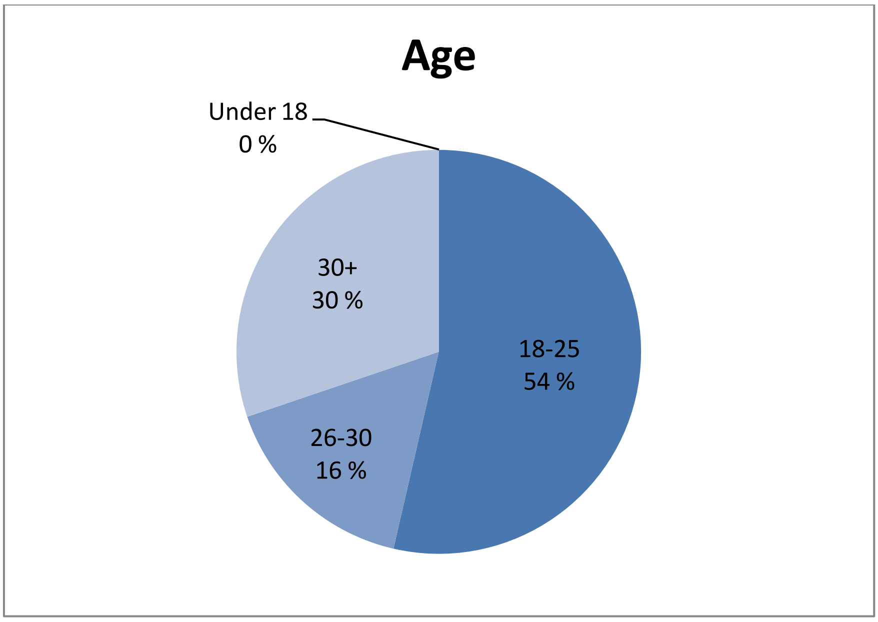


Figure 10. The ages of the respondents.

The second question was to map which age group of respondents from the target group are the most interested in the service and which age group were the most sensitive to answer the survey. The answers for the under 18-year-olds were left to 0 respondents as the author was not able to gather answers from vocational school and upper secondary school as they were not cooperative. Despite this, from the answers we can see that more than half of the respondents are in the age range of 18-25 which means that students this age are more interested in the service, which is good as the service is meant mainly for 18-30 year-olds. The validity does not suffer as all the respondents answered this question. The fact that the amount of 30-year or older respondents was so high, affects the results in the way that although they are interested in the service they most likely are not able to use it themselves due to their life situations, e.g. having children. The survey included over 30-year-olds because the author knew SAMK would have students in this age group.

Place of study

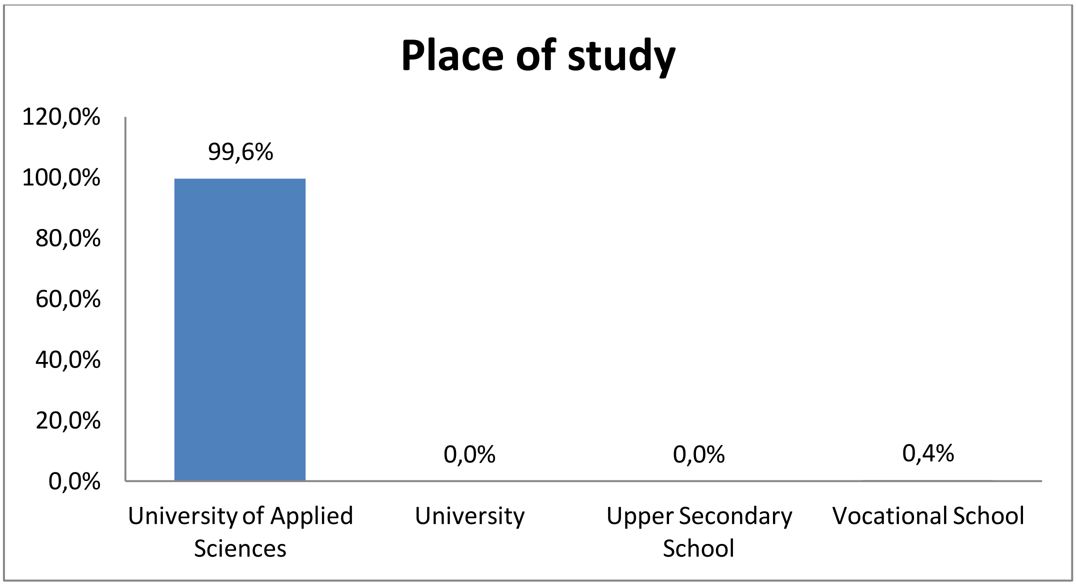


Figure 11. The place of study (institution) of the respondents.

The place of study indicates the institution where the respondents are studying or have graduated. Almost all of the answers are from SAMK as this was the easiest access to the author due to the internal e-mail system. The vocational school Winnova and the upper secondary school of Rauma were not cooperative for the project despite the authors contact efforts. When the survey received many answers from SAMK and the client was satisfied with the amount of answers as well, the author decided not to contact the other universities of applied sciences nor universities, also due fact that otherwise this study would have been too wide. The author however assumes that the interest level of the target group would not have been changed significantly if other universities had been in the survey because Finnish students have general interest in international mobility, have the necessary language skills and they appreciate opportunities like these.

Field of study

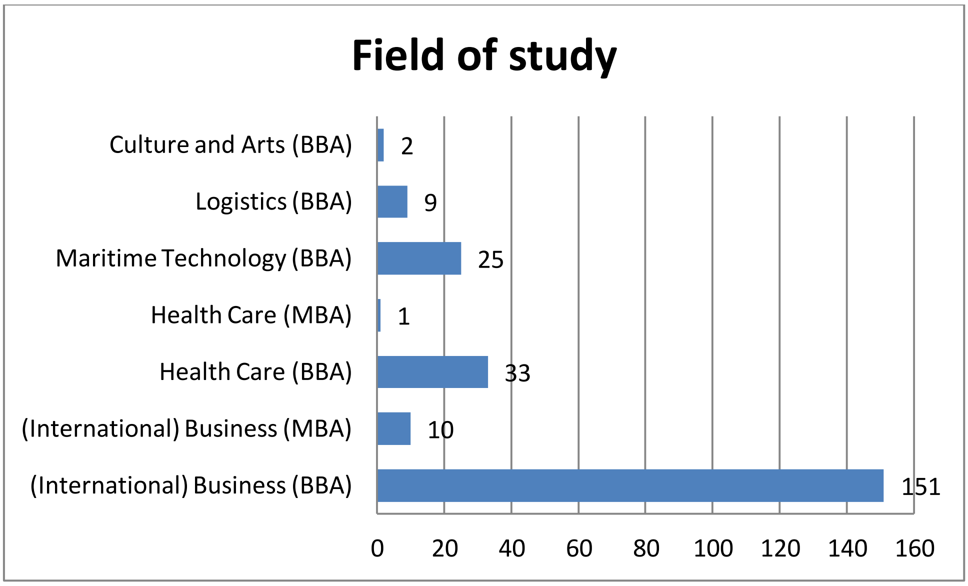


Figure 12. The field of study of the respondents.

The field of study indicates the respondents' degree. The reason behind this question was to know from which fields the respondents are the most interested in this kind of service as the Canada study and internship program includes different fields. We can see from the answers that students currently enrolled as international business (BBA) students were the most eager to answer the survey which author was also expecting as internationalization is a part of their studies. Only five people skipped this question which will keep the final results and the reliability and validity somewhat the same. The women in business field and in the major age groups (18-25 and 30+) were the most interested in this service, however the 18-25 were more able to use it themselves due to their easier situations in life. The author is aware that it would have been interesting to see whether students from more various fields would have been interested in the service but the results were what was expected: international business students are the most interested.

Place of residence

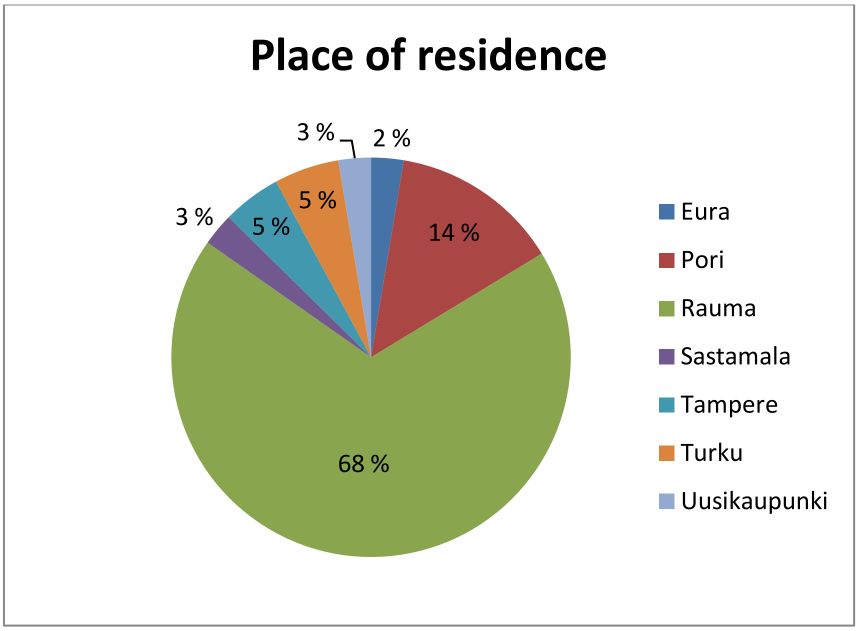
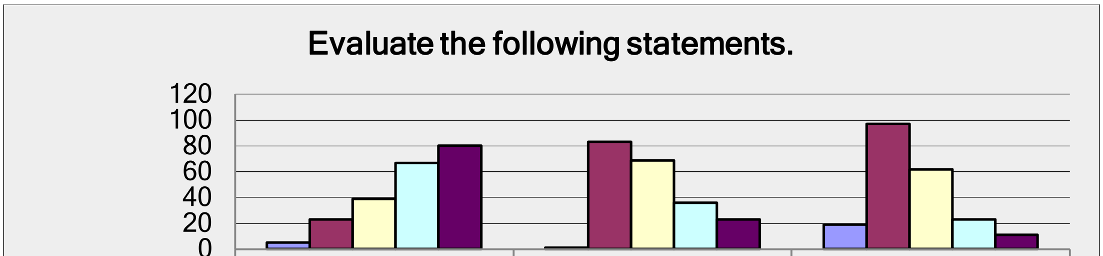


Figure 13. The place of residence of the respondents.

The fifth question indicated the place of residence of the respondents which were various. The place (town/city) of residence of the respondents varied in between three different provinces in Finland: Southern Finland, Western Finland and Åland, an autonomous region of Finland (one respondent). Figure 13 shows the locations which had the most respondents, having at least 5 respondents per location. The rest of the locations had 1-4 respondents, and these were Akaa, Espoo, Eurajoki, Harjavalta, Huittinen, Hämeenlinna, Kaarina, Kankaanpää, Koski TL, Kotka, Laitila, Lempäälä, Luvia, Maarianhamina, Nakkila, Nokia, Nousiainen, Nurmijärvi, Orivesi, Paimio, Punkalaidun, Pyhäranta, Säkylä, Ylöjärvi and Ypäjä. Two (2) respondents answered with the name of the region: Satakunta and Uusimaa and the author could not analyze by individual answers which municipality these respondents were currently. From the results we can see that majority of the respondents were from Rauma and the next most from Pori, which are the main locations of SAMK. We can also see that the respondents were from so any various locations from Finland and therefore the reliability is not significantly affected.

Evaluate the following statements.



	How likely would you use this service?	How likely would you recommend this service to others?	Do you think that students/graduates need this kind of service?
Very likely	5	1	19
Likely	23	83	97
I cannot say	39	69	62
Unlikely	67	36	23
Very unlikely	80	23	11

Figure 14. The likelihood of the respondents to use and recommend the service.

The purpose for this question was to measure the respondents' level of interest in the service and whether they think how likely others would use it. We can see from the results that majority of the respondents would not use the service themselves but would recommend the service to others and majority also thought the service has a demand. 214 answered this question whilst 22 skipped it. When looking at each respondent individually, the women thought they would more likely use the service than men and also more likely to recommend it to others. We can say that the service interests students but does not have the desired demand. Although majority of the respondents would recommend the service to others and think their peers might need this kind of service, it is in contradiction with their own answers.

How much do the factors meant to the respondent.

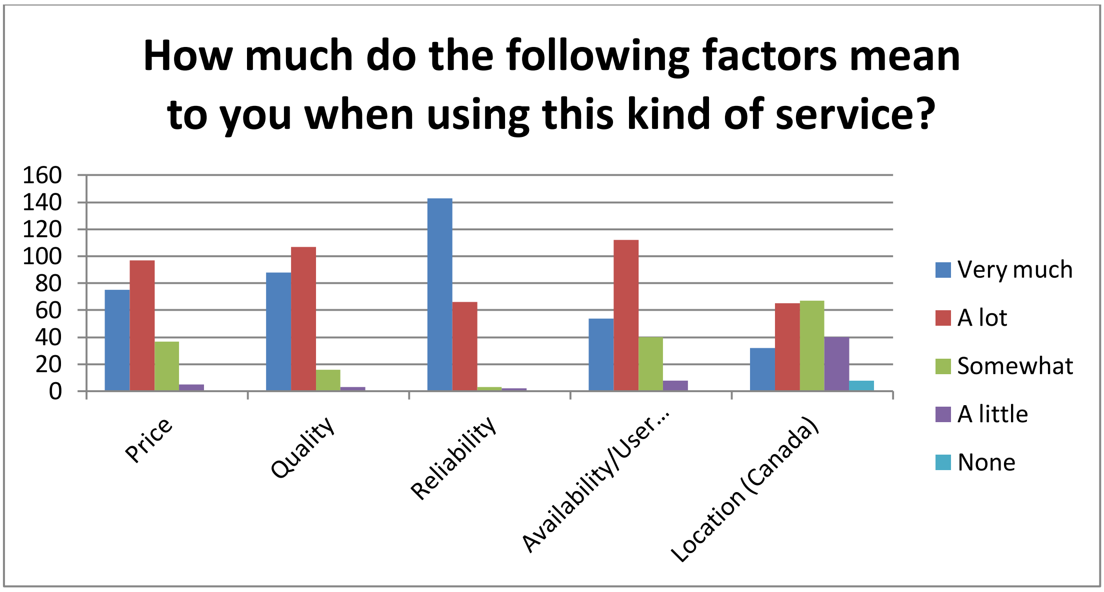


Figure 15. The importance of certain factors for the respondents.

Figure 15 measures the importance of different factors to the respondents when using a service like this. 214 of the respondents answered this question whilst 22 skipped it. We can see that the factor that means the most is the reliability, the second most quality, then the price, being followed by availability and lastly, the location. We can conclude that the respondents want a reliable service since they are investing their money and time to the service. Lot of the respondents stated that the price was too high for them so that is the reason why they thought the price is an important in the decision-making. However, they would be willing to pay the amount if it correlates with the reliability and quality of the service. Easy access to the service as well was important due to the fact that the students need to get all the necessary information about the company and service easily in order to make a decision and gain reliability towards the company as well. They need to think they can contact the company without any huge efforts and rely on their answers and professionalism. The location, Vancouver, Canada, did not matter as much from which we can say that the students have interest in this kind of service in any other countries as well.

What did you first think about this service?

This reason behind this open question was to see what the respondents' first thoughts about the service were and based on these answers to think how the service could be displayed better. The total amount of answers was 140 whilst 96 skipped this question. There was a lot of positive feedback and lot of the respondents thought this kind of service is a good idea. Many of them thought that the price is too high and some even though the whole service was some sort of hoax, despite the fact that the survey offered additional information through a link. A fracture answered that they are not interested at all and for some this opportunity would not be possible because of their personal situation in life, for example having small children.

How could this service be developed/improved?

The reason behind this question was to get ideas from the respondents for improving the service and through that to know their thoughts on using the service. The total amount of respondents was 121 whilst 115 skipped this question. Majority of the respondents that answered this question, could not say how to improve the service, however the ones how had an idea, thought that the overall price of the service could be lower as the target market are students. The respondents also wished for more information on the living arrangements and whether this service could be modified for people with children. Some also wished that there would be other locations than this one available and the ratio between study and work could be flexible, not the fixed 50-50.

Have you heard about Spain Internship before?

The reason for this question was to know how well known the company already is among the students. The total amount of respondents was 150 whilst 86 skipped this question. Only 13 of the respondents had heard of the company which means this survey and marketing plan definitely come in need. The respondents who had heard of the company, had found it while looking for internships from Google, one had had been informed by their teacher, one likes the company already in Facebook and the rest had heard from a friend or could not recall where they have heard of the company.

6.2 Business mission

The business mission of the company is to match every student with a perfect internship to satisfy the student, the company and the university. It also to improve student mobility and make it easier.

6.3 Corporate objective

The corporate objective of the company is to provide quality global internship solutions for students and graduates and companies.

6.4 Marketing audit

To define a marketing audit for this service product, the following marketing audit key questions needed to be answered:

Table 3. Marketing audit questions of the program.

Key questions
Where are we now and how did we get there? **Program has started and has some users due to the demand and interest level of students.**
Where are we heading? **More users and more visibility for the service product.**
Where would we like to be? **On the top service providers in this kind of services.**
How do we get there? **By branding the company and improving promotion.**
Are we on course? **Yes, the customers are interested in using this kind of working package.**

The external marketing audit can be defined with the five forces analysis and the internal with SWOT-analysis and with the factors in extended marketing mix.

6.4.1 Five Forces analysis

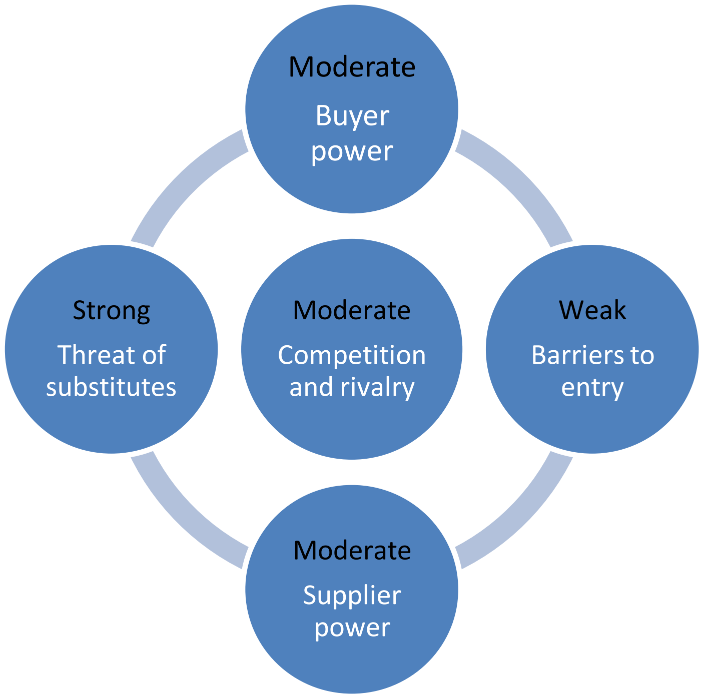


Figure 16. The Five Forces analysis of the company.

The five forces analysis is made in order to analyze the external environment of the company and the success of the product. The purpose is to compare the profitability and success to competitors as well. The company has moderate bargaining power of buyers. Their search engine optimization (SEO) is successful as the company is among the first search results in Google. Therefore people looking for an internship in Spain as well as in Italy, Germany and Canada find the website easily and makes the students contact the company more which increases the amount of potential customers. The threat of substitutes is strong as the potential customers can find substitutes to the Canada program, for example through their universities or arrange everything themselves. However, people who want a convenient package will use this service. The bargaining power of suppliers is moderate due to the fact that the university in Vancouver is the only “supplier” of this service product and the company the only mediator to provide this kind of service meaning that they both are interested in continuing the cooperation making this service unique as no other companies have the same contract with the university. They have weak barriers to entry because the threat of new entrants is high and they might start offering similar services. Competition and rivalry is moderate because there are similar companies but they do not offer free services and neither do they have a Canada program like this.

6.4.2 SWOT analysis

The SWOT analysis is done about the service product itself and not the company.

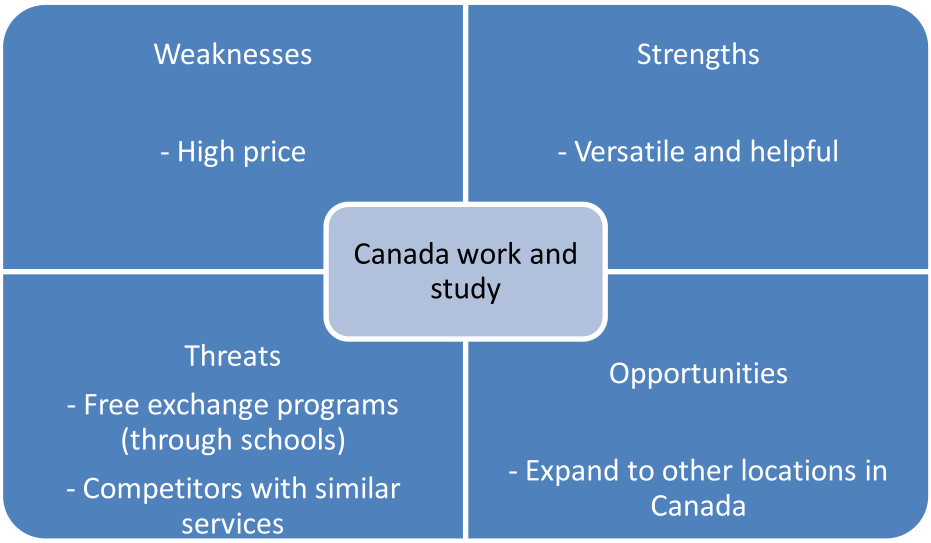


Figure 17. The SWOT matrix of the Canada work and study program.

The weaknesses of the program are the high price despite the already existent discounts of the total price. The students can go for an exchange to Canada via their schools in which it is free or find another cheaper way. This leads to the threats which are other competitors with lower prices in similar services and the free programs in universities. However none of the competitors have this kind of Canada program and this is a strength, as well as the fact that this service is versatile and helpful for students who want to have a convenient package of overseas studies and an internship.

6.5 Marketing objectives and strategies

In this case the company would like to bring existing products for new markets and new products for new markets, meaning to have more users for the Canada program and also for the whole company. Other objectives are to brand the company and improve promotion in order to raise visibility and improve image to gain more users for their services.

6.6 Extended marketing mix

6.6.1 Product

The product itself is a competitive service as no other similar company has a service package like this available. The Canada study and internship program is a convenient package as it provides the internship from the student's field of study, or a casual paid job in the hospitality field and courses in a quality university in Vancouver, Canada. The student can also work part-time for 20 hours or more per week and earn more.

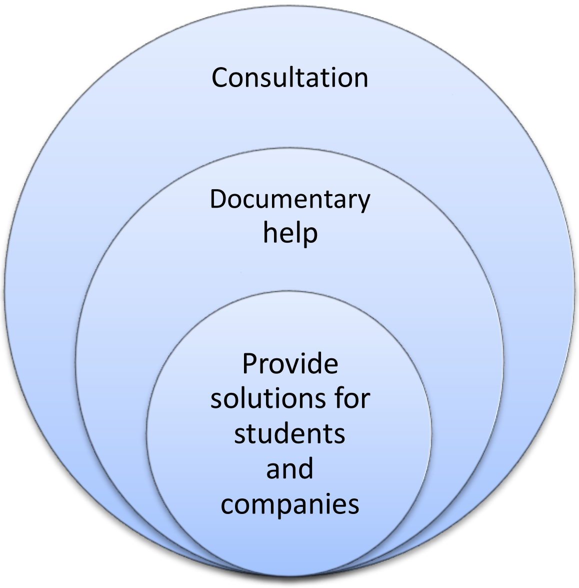


Figure 18. Levels of the company's core service.

Figure 18 shows the levels of the company's core service. The core service which the company's was founded on is to provide solutions for students and companies: the students find an internship and the companies an intern. The additional services are to provide help in applying the necessary documentation, e.g. visa, included in the price or with an additional fee. The support services include the consultation the company provides throughout the process and during the internships.

Based on the results of the survey, the respondents would like that the Canada study and work package would also include information on accommodation and perhaps even the actual accommodation, also information on the flights, that they need to be paid by the student and whether it is possible to attend the program with family. This would improve the image of the service.

6.6.2 Price and other user outlays

The price for the Canada program is rather beneficial as the company provides the tuition fee for half a price from the original, provides consultation and help for applying the needed documentary. This reduces the overall time costs of the customer and they can focus on getting ready for the upcoming internship and job otherwise. The time costs the customer also faces are the time waiting and interacting with an employee of the company but this has been made quite efficient inside the company as the program has an own contact employee and other employees as well will be in contact with the customer if necessary. The search costs might be higher for the student as they need to investigate and find the company website first in order to find the program. The psychological costs for the student are relatively low as the company provides consultation and help throughout the process and during the program. Convenience costs however raise the total price because the student needs to pay the flight and other possible travel costs to and in the destination. This should be mentioned on the website and give information how to search for budget flights, accommodation and so on. This reduces the student's search costs in finding the mentioned factors and making the support services (consultation) better.

Based on the answers of the survey, the respondents were not satisfied in the total price of the service and therefore it would be good for the company to think through the price again to perhaps make it more student friendly.

6.6.3 Promotion

The main purpose in this thesis is to figure out and analyze how to best promote the new service product. Advertising would be the best option for them as well as direct selling. Advertising however has high costs compared to the benefit it will make as the target market in Finland is quite narrow. According to the answers of the survey, the best way would be to get the teachers or the study counselors to speak to the students about the service. Other thing is to get the students who have already used the service to give recommendations. The students who have already used the service, from any country who can use the service, could do an introductory video for the website where the customers who are considering of using the service can have more information what they will put their money and effort into. The making of these videos would be voluntary; however the company could offer some kind compensation for their efforts, e.g. discount for them if they use the company's services again or they can pass the discount on to their friend. Every student who uses the service will receive a certificate that they have participated for the program after they have given a written testimonial. The client company can choose the best testimonials for their website. The author is aware that the company already has testimonials and reviews in their website but these testimonials would be categorized only for the Canada program.

Promotion in the form of direct selling is an excellent option as it forms a closer relationship between the customer and the company. Participation to job expos and having a stand there would give the company remarkable visibility. As the client company is operating only in Spain, they will need to hire someone from Finland to promote their company, or fly themselves or a contract employee to the fair. It would be good if in the fairs would also be someone present who has already used the service, not only the Canada work and study program but any given program from the company. It would be good to start from Helsinki as it is the capital of Finland. There are a lot of different recruitment expos in Helsinki every year. Contact Forum in January which is for students from all fields of study, Next Step also in January and Duuniin.net in January. Other possible expos in other major cities are DuuniDay in Lappeenranta in January, DuuniExpo & Yrittäjyyspäivät in Lahti in January, Yrityspäivät in Tampere in February, Rekrytori in Tampere in February, Satarekry in

Pori in February and European Job Day in Turku in February as well. (Website of Duunitori 2015.)

The company already has an efficient search engine optimization (SEO) and it is a successful way because the students who look for an internship, they most likely use Google and optimizing more Finnish search words will give more visibility among Finnish students. Words and sentences such as "internship in Canada", "work in Canada", "study in Canada" and as well "combined study and work in Canada" and neither of the results in the search engine Google had the client company not even in the first page of results. These should be optimized in English and in Finnish.

Social media is still an efficient way to promote as the target market most likely uses it every day. The client company already has an active Facebook account and the promotion also has been through private messages. Sending private messages worked when social media was in its baby steps, but now people consider this kind of action as spam. Better way is to keep at promoting the website, social media accounts and the Canada program through the emails. The company has also a Twitter and LinkedIn account, however these are not in that active use. People the age of the target group use a lot of Instagram and YouTube as well. As Instagram is about uploading pictures, the company can upload pictures of the places they provide internship in and by using relevant hash tags, e.g. Spain, Seville, Canada, internship and adding the company's name to every picture, people browsing through these hash tags will come across the services. They can also request the students using their services use the relevant hash tag when uploading a picture relevant to the service in order to gain visibility. YouTube channel would be a good idea to create and upload the previously mentioned testimonial videos to the company's channel.

Links (thumbnails) to the Instagram and Youtube channels should be added to the website as well and vice versa these social media sites should have a link to the company's website.

6.6.4 Place

The company uses direct marketing and networking as their place to market and promote. As direct marketing can be divided into direct selling and distance selling, the company uses more distance selling in their plan. This include internet in the form of online marketing, such as social media, phone and post. This is because the company is located in Seville, Spain and therefore is not available for direct selling in Finland. The company also uses schools and websites to network and these partners promote their services for them.

Good way to reach the target market is through online marketing as they use internet and social media daily. Another good way to is to find the schools' intranet systems where to promote, for example Metropolia university of Applied Sciences in Finland has a learning and recruiting platform called PROksi where the student, teacher and the employer meet. (Website of Metropolia 2015.) This is an excellent channel to reach the target market as well.

6.6.5 Physical evidence

The main physical evidence for the company and for this service product is the website which gives the first impression to the customer. Well-constructed website with all the necessary, up-to-date information gives the impression of reliability and professionalism of the company. The case company renewed their website in February 2015; however the information concerning the product in this thesis did not change. They have the steps of the process as well as the prices are displayed but it is good to improve the display of the process (figure 19) and the display of the prices (table 4) what they include as they will clear up information on the service, ease the effort for the customer and eases their decision-making. Figure 19 and table 4 are author's recommendations for a new display.

Table 4. The program fees.

Time	Price	Regular price
6 months	C$2,850	C$4,630
8 months	C$3,600	C$5,510
12 months	C$4,650	C$7,270
Include a C$437 (300€) non-refundable registration fee **Does not include: accommodation, transportation costs, daily life costs**		

Table 4 displays the lengths and prices of the program and what are and are not included in the price.

6.6.6 People

The people in the process are the students who are looking for an internship in Canada and on the side of doing some work, the company's employee(s) who are in contact with the customer via email and phone and, the third party being the cooperative university in Vancouver who however is not in direct contact with the customer at first steps. The company's relationship marketing is a mixture of transactional and database marketing as the service is exchanged for value but the company also transfers information.

It would be good that the student who has been accepted to the program would be able to be directly in contact with the receiving university in Vancouver which would increase the quality and reliability of the company and the university. The company should also always have at least a few employees who are specialized with this service so the customers will get reliable and efficient service.

6.6.7 Process

The process of the Canada study and work program is simple and clear. Figure 19 shows the steps of the process of the work and study program and also works as a physical evidence as stated in the previous chapter. The payment for the process are when is the time for program registration: the customer pays the 300 euro application fee and 50 percent of the tuition (program) fee. The rest 50 percent, along any optional fees, are paid after the study permit and visa are granted.

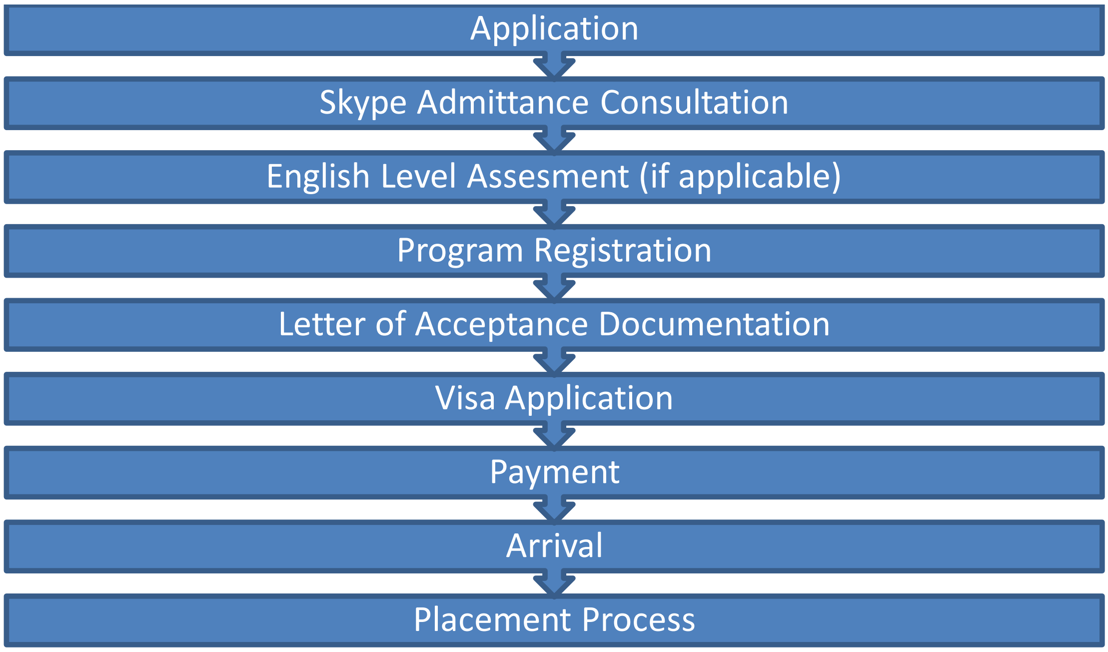


Figure 19. Process of the Canada work and study program.

6.7 Segmentation, targeting and positioning

The target market is 18-30 year old students and as well graduates in Finland who are currently enrolled or have studied in higher education institution. The current target market of the company is in the same age group and in the countries whose students can attend the program, however none of the countries are specified. The position to other companies is that the others do not offer this kind of package service in Canada to students and graduates who are currently enrolled in a school or are having their gap year.

The general segmentation are the students who are interested in having an internship and work experience abroad; the secondary groups are students who study business, engineering or any of the other field of study which are in the program, and students who have good language skills. The best option is to combine all of them and target the group who study any of the required degrees, have the required language skills (fluent English) and who have interest in going abroad independently or through their school. The author thinks this is the current segmentation for the company as well.

6.8 Marketing budget

The current marketing budget or previous budgets are not defined by the client company to the author and therefore the numbers in this thesis regarding the budget are solely are based solely to the author's research in the matter. In Finland the general percentage of the marketing budget from the revenue is 1-2 percent and the author thinks this is a suitable marketing budget as well for the client company.

The best social media to advertise is Facebook as it reaches the widest audience in this target group. Advertising in Facebook has various factors that affect the costs. The most important factors are the company's budget, the chosen bidding type, which are cost-per-click or cost-per-impression and the type of target audience, whether it's broad or has specific interests. There are no additional fees with running ads on Facebook. To keep Facebook ads running continuously, the company needs to set a daily budget. (Website of Facebook 2015.)

LinkedIn has the people from different fields looking for internships, making it the ideal place to promote and connect. LinkedIn has the same principle with the costs as Facebook.

Attending to expos is expensive as the space rental, walls, electricity, lighting, equipment, materials and the possible other free hand-outs may cost up to 5000 euros. (Website of Ulla Vilkman 2015.) Messukeskus offers free planning layouts for budgeting, goals and marketing in their website for the companies who plan attending expos. (Website of Messukeskus 2015.)

The costs of SEO depend on the company's budget and target market as well. There are three types of pricing of the SEO: monthly, by project and hourly. The monthly costs vary from $250 to $10 000 and up. SEO solution costs priced by the project vary depending whether to use the basic SEO audit or detailed SEO audit. The basic audit generally costs from $600 to $2000 and the detailed audit from $3000 to $6000. What it comes to the hourly rating, most SEO firms charge between $76 and $200 per hour. (Website of Forbes 2015.) SEO is of course also possible to conduct without any firms offering SEO solutions and the author is aware that the company is doing this already. This means that it saves money, however it takes time and the company should have someone to work mainly for SEO in inside the company.

Social media and mouth-to-ear is an efficient tool for promoting and from personal experience, the second best for the author. Participating in expos is a secondary solution due to the relatively high cost and no guaranteed success.

6.9 Implementation and control

The way to control the service is to make the students using the service to give feedback in some form. Request them to make a short video, give written feedback or recommendations and put it them on the company's website on the students permission. Once they have given feedback, they receive a certificate that they have participated in this program. There must be someone in the personnel to know the service throughout and answer the questions of the students, when they are going to use the service, while they are using it and after. A continuous updating and interaction in social media with the provided tools has to be implemented.

Participation in expos and handing out flyers as well as having someone at the universities (personnel) to put posters/flyers on info boards are good ways of keeping up the promotion.

The company should have week-by-week or month-by-month check-ups whether the marketing plan is working and evaluate why the plan is or is not working and think about alternative solutions then. However, investing in an efficient online marketing the plan will be successful.

7 SUMMARY AND CONCLUSIONS

To conclude the study, the empirical part was based on the theoretical part, the conducted survey and author's own information and experience gathered during the internship in the company in addition to author's friends' opinions and experiences.

To summarize the survey, women in the age group of 18-25 year-olds are the most interested in this service and that even though the respondents were only from SAMK, we can assume that this applies to other universities as well. Lacking of other institutions was a reliability issue as well as the fact that the age group of over 30-year-olds were the second most interested group in the survey. There is also a conflict however between the respondents interested of using the service themselves and recommending it to others and this might be due to the relatively high price of the program and their own situation in life. Many of the respondents said these were the main factors they would or could not use the service themselves. What the respondents did like was the convenience of the package but wished more flexibility in the duration of the program. Reliability and quality were the most important factors for them when using this kind of service provider.

The company has threats in other companies who provide similar services, however having an advantage of providing unique packages and services for free. The students can also find substitutes, such as go to Canada through their school or arrange their placement themselves. The company has opportunities of expanding the locations of the program to other universities in Canada. Mediator companies are increasing interest nowadays and the company has good possibilities of taking advantage of the situation by investing in efficient online marketing, especially social media, to reach the target group.

The objectives of the study were met as the survey showed that the target group has interest in this kind of service and the author found good ways of promoting it and gaining more visibility for the Canada program as well as the whole company.

8 DISCUSSIONS AND RECOMMENDATIONS

The author thinks that the best way to gain visibility among the Finnish target group is through social media sites and apps, especially Facebook, Instagram, Twitter and Youtube. This is because they give the best results considering how many people social media reaches every day and due to the fact that they are available continuously, interaction between the customers and the company is easy and quick and it relatively cost efficient. Especially creating Instagram and Youtube accounts for the company is important as they are among the major social media sites and seeing pictures and videos of the locations and students' experiences might be a deal breaker when the target group chooses their service provider.

Participating in expos is a secondary solution due to the high costs and it does not either have a guaranteed success. Expos are also a slow way of promoting. Working for the company the author noticed sending private messages to people in Facebook is only partly effective as only a small fracture of the people answered and not all of them started to use any of the company's services.

The company should also improve the display of the process and the prices for the program on their website as people usually notice charts, tables and pictures easier than just text. Including information about convenient costs such as flights should be included and also give tips for finding budget flights, suitable accommodation and how to find a job in Canada. The author also recommends to take advantage of the networking possibilities with schools such as the learning platforms which connect the student, the teacher and the company. Through these channels the company gets the possibility also to post flyers or posters to the university info boards.

Self-assessment

The author had an internship in the company and asked whether they had a need for a thesis. The manager assigned the subject as marketing was the most interesting subject for the author as well due to the fact that she was working as a marketing assistant in the company. The subject was easy and relatively fast to write, however the author did not have any specific time frame or dead line for the project. The aim was to graduate to in January 2015 but it got delayed to April 2015 due to the author's difficulties proceeding with the thesis. The marketing planning process is a wide subject and the one of the most difficult parts was defining what to include in the theoretical and the empirical parts were quite challenging. The second major challenge was to make the theoretical and empirical part to go hand-in-hand as the thesis turned out to be more of a marketing development plan and the author is aware that theoretical part is longer than the empirical. Moreover, the author is satisfied with the final result of the thesis and more important, the client company is satisfied as well.

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APPENDIX 1

Spain Internship on opiskelijoiden palveluorganisaatio, joka tarjoaa harjoittelupaikkoja opiskelijoille ja vastavalmistuneille Espanjasta ja muista maista, kuten Italiasta, Ranskasta ja Saksasta. He tarjoavat kahdenlaisia palveluita: välitysmaksuttomia sekä -maksullisia. Maksuttomat harjoittelupaikat ovat siis täysin ilmaisia, eikä niistä peritä maksuja. Opiskelija voi myös käyttää räätälöityä harjoittelupaikan etsintää, jossa Spain Internship etsii harjoittelupaikan asiakkaan toiveiden mukaisesti.

Heidän uusi palvelunsa, Kanada-ohjelma, käsittää 50 % opiskelua yhdessä parhaimmista yliopistoista Vancouverissa ja 50 % palkatonta opiskeluihin liittyvää työharjoittelua. Lisäksi opiskelijalla on mahdollisuus tehdä 20 tuntia viikossa osa-aikatöitä koulun tai työharjoittelun ohella ja saada lisäansioita. Työharjoittelumahdollisuuksia on monella eri alalla, esimerkiksi liiketalouden, matkailun ja opetuksen aloilla. Palkallista osa-aikatyötä opiskelijat ovat löytäneet muun muassa kassatyöstä, tarjoilusta ja laskettelun opetuksesta. Kanada-ohjelman kesto on joko 6, 8 tai 12 kuukautta ja aloitusaikoja on kolmen viikon välein.

Ohjelman hinnat ovat seuraavanlaiset:
6 kuukautta: C$2850 (noin 2020 €), normaalisti C$4630 (noin 3280 €)
8 kuukautta: C$3600 (noin 2550 €), normaalisti C$5510 (noin 3905 €)
12 kuukautta: C$4650 (noin 3300 €), normaalisti C$7270 (noin 5150 €)

Ohjelman alussa opiskelija maksaa 300 € hakemusmaksun Spain Internshipille (sisältyy yllämainittuihin hintoihin) ja 50 % ohjelman hinnasta. Sen jälkeen kun opiskelija on saanut viisumin sekä opiskeluluvan, loput 50 % ohjelman hinnasta laitetaan maksuun.

Palvelun hintaan sisältyy avustaminen tarvittavien dokumenttien, kuten viisumin ja opiskeluluvan, saamisessa.

Lisäinfoa Kanada-ohjelmasta löydät osoitteesta: http://www.spain-internship.com/en/our-services/work-abroad-employment-program/work-canada/study-internship (englanniksi)

Taustatiedot

Sukupuoli:

- ☐ Mies
- ☐ Nainen

Ikä

- ☐ Alle 18
- ☐ 18–25
- ☐ 26–30
- ☐ 30+

Opiskelen

- ☐ Ammattikorkeakoulussa
- ☐ Yliopistossa
- ☐ Ammattikoulussa
- ☐ Lukiossa

Opiskelualani: ____

Asuinpaikka: ____________________________________

	En ollenkaan				Erittäin todennäköisesti
Kuinka todennäköisesti käyttäisit tätä palvelua?	1	2	3	4	5
Kuinka todennäköisesti suosittelisit tätä palvelua muille?	1	2	3	4	5
Luuletko, että opiskelijat/vastavalmistuneet tarvitsevat tällaista palvelua?	1	2	3	4	5

Kuinka paljon seuraavat asiat merkitsevät sinulle tällaista palvelua käytettäessä?

	Ei ollenkaan				Erittäin paljon
Hinta	1	2	3	4	5
Laatu	1	2	3	4	5
Luotettavuus	1	2	3	4	5
Saatavuus/helppous	1	2	3	4	5
Sijainti (Kanada)	1	2	3	4	5

Mitä ajattelit ensimmäisenä kun sait tietää tästä palvelusta?

____

____

____

Kuinka palvelua voisi parantaa?

____

____

____

Oletko aikaisemmin kuullut Spain Internshipista? Jos olet, niin mistä/keneltä?

____

Kiitos vastauksistasi!