



Future Lawyers goes International – Lakivälitys becomes Legific

Case: Lakivälitys by Future Lawyers



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Abstract

This Bachelor Thesis is written as an assignment for the Turku-based company Future Lawyers. It is a developed startup, which has its roots within the entrepreneur society BoostTurku. The main motive for the implementation of the thesis is my personal interest towards the topic as well as the company's intention to expand.

The objective of this work is to find out about the process of entering foreign markets. The focal point will be on the different entry modes as well as on the global marketing program.

Besides the theoretical framework, I applied my findings on the Finnish case product Lakivälitys, an online legal service market place, run by Future Lawyers. The case will serve as a real-life example and visualize certain theoretical processes. The marketing mix as well as the competitive environment were central aspects of my research. This was mainly implemented by analyzing the competitors as well as interviewing potential customers.

My findings will provide information for the company's further decisions regarding their plans for expansion. Furthermore the results will give insights into the process of entering foreign markets and on the UK legal service market. Eventually it can be concluded that the legal service market in the UK is a highly competitive branch, which will definitely change a lot in the future. Therefore I can only recommend the company to enter this market, if it adapts the product to the prevailing local standards. My personal advice would be to continue monitoring the UK market.

Language: English

Keywords: Market Entry Strategies, Online Legal Market Places, UK Market, Internationalization, Marketing Mix, Legal Services

Table of Contents

1. Introduction	1
1.1 Problem Discussion and Purpose of Study	2
1.2 Delimitation	3
2. Global Marketing Research	3
2.1 Global Market Environment	4
2.2 Motivation for Market Entry	6
2.3 International Market Segmentation	8
3. Foreign Market Entry Modes	11
3.1 Exporting	11
3.1.1 Indirect Export Modes	11
3.1.2 Direct Export Modes	13
3.1.3 Cooperative Export Modes	13
3.1.4 Comparative Summary: Export Modes	14
3.2 Intermediate Entry Modes	14
3.2.1 Franchising	14
3.2.2 Licensing	15
3.2.3 Contract Manufacturing	15
3.2.4 Management Contracting	15
3.2.5 Manufacturing	15
3.2.6 Joint Ventures	16
3.2.7 Comparative Summary: Intermediate Modes	17
3.3 Foreign Direct Investment	18
3.4 E-Commerce	18
4. Online Market Places and the Case of Lakivälitys	19
4.1 Online Legal Market Places	19
4.2 Case Product: Lakivälitys	21
4.3 SWOT-Analysis	23
5. The Global Marketing Program	24
5.1 The Marketing Mix	25
5.2 Marketing Mix for the Case Product	28
5.3 Global Marketing Organization	29
6. Market Research: UK Market	30
6.1 The UK Legal Services – Briefing	30
6.2 Market Analysis – Legal Service Market	32
6.3 Competitors	34
6.3.1 Lawyerfair	34
6.3.2 Solicitor.info	34
6.3.3 Lawyerstreet	35
6.3.4 LawSpark	35
6.3.5 Contactlaw	36
6.4 Insights by Law Firms on the UK Market	39
7. Analysis	40
7.1 Assessment of the Product	40
7.2 Review of the Market Situation	42
7.3 Recommendation	43
7.4 Feedback by Future Lawyers	44
8. Conclusion	45
8.1 Summary of the Research	45
8.2 Critical Review	48
8.3 Reliability and Validity	49
8.4 Reflection	50
Bibliography	52

List of Tables and Figures

Figure 1: Major decisions in international marketing	2
Figure 2: Barriers in the political-legal environment.....	6
Figure 3: Steps in Market Segmentation and Targeting	8
Figure 4: Indicators of Market Potential	10
Figure 5: Logo of Lakivälitys Finland	21
Figure 6: SWOT-Analysis for the Finnish Product Lakivälitys	23
Figure 7: Marketing Mix for the case product	28
Figure 8: Contribution of legal services to the UK economy	32
Figure 9: Four strategic groups of law firms on the UK market.....	33
 Table 1: A classification of export motives	 7
Table 2: Advantages and Disadvantages of Export Modes.....	14
Table 3: Advantages and Disadvantages of Intermediate Modes	17
Table 4: Strengths and Weaknesses of the use of the Internet	19
Table 5: The 4P's: Key variables	27
Table 6: Comparison of Competitors	38

Appendices

Appendix 1 E-Mail Conversation with Law Firms

Appendix 2 Law Firms Contacted as Potential Customers

1. Introduction

The idea for my thesis was initiated during the early days of my academical year abroad. Soon after arriving in Finland, I began to miss some stores and products I had been using at home. I also missed the variety of inexpensive goods offered by either discounters or retailers in Germany. While staying in Finland I learned that this is mostly due to the country's small size and the lack of competition on the Finnish market. Attending select courses at my host university opened the opportunity to work with local companies. I found out that even though Finland imports most of its goods, there are only a few international companies dominating the market, no matter what product type. This is when I started to focus on international trade.

International trade is increasingly handled by large firms. Today it is common for customers to purchase electronic devices from the Far East, wear clothes tailored on the other side of the globe or drive cars, with components manufactured all over the world.

Companies with a global scope, such as Apple, BMW and Procter & Gamble have one thing in common. They need a carefully planned international marketing strategy to thrive on foreign markets.

International marketing can be defined as the marketing of goods, services and information across political boundaries. It includes the same elements as domestic marketing: planning, promoting, distributing, pricing, and support of the goods, services, and information to be provided to intermediate and ultimate consumers. (Albaum, 2005, p. 2)

However Albaum also states that international marketing comprises differences in consumer tastes and needs, economic levels, market structures, ways of doing business, laws and regulations, and many other factors. To enter and expand onto the international marketplace, these differences require a careful and well-planned approach.

Kotler (2004, p.594) introduces a chain of decisions a company has to consider in international marketing. My thesis is built around this sequence.

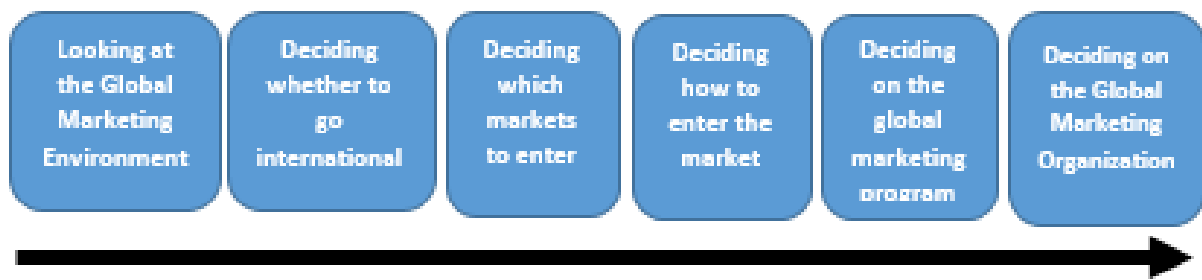


Figure 1: Major decisions in international marketing

Source: Kotler, 2004, p. 596

In my research, I will illustrate the process of entering foreign markets with the help of a local company, which I met through an inter-university organization called BoostTurku, located in Turku. Firstly, I will focus on the basic principles of going abroad, secondly my theoretical findings will be applied on my case product, Lakivälitys. Lakivälitys4 is an online market place for legal services operated by the Turku-based company Future Lawyers. The company is a startup, which was founded by students within the student-run entrepreneur society BoostTurku. A more detailed presentation of the company can be found in chapter 4.

I believe my research will produce useful information, which could mainly be used by my client company Future Lawyers, who considers exporting its product to the UK market. Besides, my goal was to describe the process of market entry in a coherent and clear way.

1.1 Problem Discussion and Purpose of Study

Globalization is an ongoing process, which increasingly links the world together. International trade has become a crucial factor in everyday life. This process has had a major impact on consumers as well as companies. Especially in developed countries, both of them are dependent on the interconnected line of supply chains to maintain a certain standard of living. Hence lots of people see this as a chance to open up businesses offering products and services. However on each market, there is only a limited amount of supply and demand. To avoid bankruptcy or the acquisition by competitors, companies are forced to discover new markets and prevail in these.

The objective of my thesis is to find out about the process of entering new markets and apply this to my case product Lakivälitys.

On the basis of the objectives of my thesis, I have posed the following research questions:

1. Why are companies entering foreign markets?
2. How can a company enter new markets?
3. What are the preliminary considerations a company has to keep in mind before going abroad?
4. How does the UK legal service market work?
5. How does the competition on the UK legal service market look like?
6. Does the Finnish online legal market place have a chance on the UK market?

1.2 Delimitation

In this research, I will focus on the UK market as an entry market, due to the company's expansion plans. Furthermore, I will base my investigation on the company's intentions of going abroad. As the CEO Ville Kaituri stated, even though there is currently no direct competition on the Finnish market, it seems saturated. Therefore Lakivälitys will not be able to develop to the products actual capacities. Concerning the competitors, my focus will be on companies, which offer products similar to Lakivälitys. General comparing sites, which also feature comparison tools among others for legal services will not be considered.

2. Global Marketing Research

When entering a foreign market, it is imperative to follow a carefully developed strategy. Usually it is not sufficient to simply apply domestic business concepts to foreign markets. The company has to adjust its products and strategy to their target market. Hence the firm has to take precautions regarding the market environment, international marketing and segmentation of their potential markets.

2.1 Global Market Environment

The global marketing environment is characterized by the international trade system but also by the economic, political-legal and sociocultural environment. Before going abroad those aspects must be scrutinized.

As Czinkota & Ronkainen (2013, p. 45) suggest, “Exports are important, in a macroeconomic sense, in terms of balancing trade accounts. Exports are special because they can affect currency values and the fiscal and monetary policies of governments, shape public perception of competitiveness, and determine the level of imports a country can afford”.

A company planning to engage in new markets will have to deal with the international trade systems. Regional trade zones such as NAFTA or the European Union set their goals to create economic communities by reducing barriers to the free flow of products, services, finances, and labor among member countries and developing policies on trade with nonmember nations. The European Union’s goal is the unification of the European market. A part of this process has been the adaption of the Euro as a common currency. (Kotler, 2004, p. 599)

Different environments will shape a company’s market-entry strategy profoundly. It can be helpful for a company to internally set up a profile for each market that comes into consideration. Questions such as should the company go for the biggest market; or the closest to its domestic market; or the ones that speak the same language; can be tackled by prioritizing markets. This can be a complicated process, which can result in nothing happening for a long time and missed opportunities. Companies can utilize certain tools to ponder their decision. The Market Potential Index (MPI) for instance ranks from an US focus 87 identified countries and provides guidance to US companies, which are planning to expand abroad. (Globaledge, 2014)

Besides, the Economist Intelligence Unit regularly publishes Business Environment Rankings, which reveal the world’s most investor friendly location. For the upcoming years 2014 – 2018 the report recommends Singapore, Switzerland and Hong Kong as the top three countries to invest in. Nevertheless these rankings should be considered but shouldn’t have major influence on a company’s choice of their potential target market.

According to the Economist Intelligence Unit, the business rankings model measures the quality of attractiveness of the business environment in the 82 countries covered by The Economist Intelligence Unit's Country forecast reports. It is designed to reflect the main criteria used by companies to formulate their global business strategies, and is based not only on historical conditions but also on expectations about conditions prevailing over the next five years. This allows the Economist Intelligence Unit to utilize the regularity, depth and detail of its forecasting work to generate a unique set of forward-looking business environment rankings on a regional and global basis. The business rankings model examines ten separate criteria or categories, covering the political environment, the macroeconomic environment, market opportunities, policy towards free enterprise and competition, policy towards foreign investment, foreign trade and exchange controls, taxes, financing, the labor market and infrastructure. (Economist Intelligence Unit, 2014, p. 8)

Regarding the economic aspects of a country, Kotler (2004, p. 600) mentions that there are two central factors: the country's industrial structure and its income distribution (GDP).

However Hollensen (2004, p.178) adds that "exchange rates affect demand for a company's products in the global marketplace. When a country's currency is weak (valued low relative to other currencies), the price of its exports on world markets declines and the price of imports increases. ... A company selling in a country with a strong currency (one that is valued high relative to other currencies) while paying workers in a country with a weak currency improves its profits".

The political-legal environment should be evaluated concerning attitudes toward international buying (importing), degree of regulations and political stability. (Kotler, 2004, p. 601) For this aspect Hollensen (2004, p. 167) comments that it is important to analyze the home and host country's environment, Figure 2 visualizes the barriers of an expansion to a foreign market. He adds that a firm's home country political environment can constrain its international operations as well as its domestic operations. It can limit the number of countries taken into consideration for international expansion by the firm. Aside from that there is the triple-threat political environment.

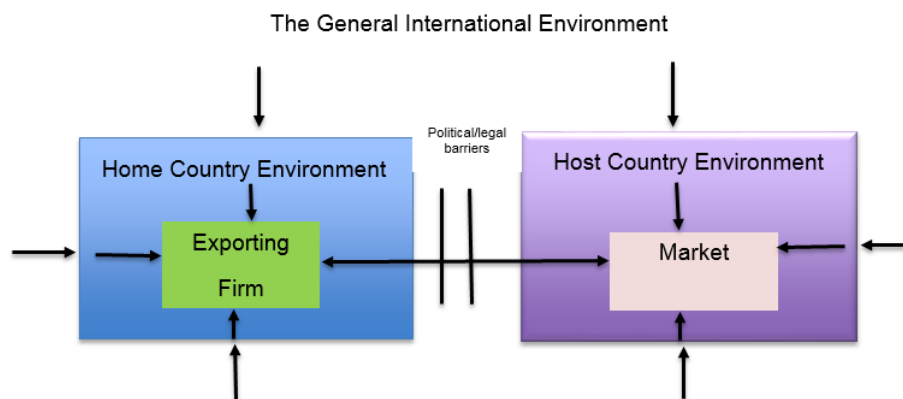


Figure 2: Barriers in the political-legal environment

Source: Hollensen, 2004, p. 167

This problem can occur if home and host country do not have present problems but might face these in third markets. The host country environment can be a threat for a company especially regarding political risks. These can be the result of government action but it can also be beyond the control of government.

The sociocultural environment involves the elements of culture. According to Hollensen (2004, p. 198f), these include language, manners and customs, technology and material culture, social institutions, education, values and attitudes, aesthetics and religion. When entering a market, a company has to consider these elements and adjust its marketing strategy to them. The marketing strategy combines a company's goals into a comprehensive plan. (WebFinance, n.d.)

The company needs to be aware that the firm's marketing strategy and the local culture will have an interrelation and therefore arrange to fit both of them together. (Kotler, 2004, p. 602)

2.2 Motivation for Market Entry

The principal goal of every company is to gain profit. If this objective is threatened due to e.g. competition on the firm's domestic market or because the generated profit is stagnating, expansion may be an option.

However after achieving the main goal namely increasing profits, the company may also have other secondary goals for instance a desired volume of sales, market share, preservation of the status quo, serving customers and specific markets, financial liquidity or the security of existing management. (Albaum, 2005, p. 62f)

A company will perceive different kinds of stimuli or influences which cause a firm to engage in exporting. The following table provides a more precise overview of export motives.

	Internal	External
Proactive	Managerial urge	Foreign Market opportunities (stimuli)
	Marketing advantages	Change agents
	Economies of scale	
	Unique product/ technology competence	
Reactive	Risk diversification	Unsolicited orders
	Extend sales of a seasonal product	Small home market
	Excess capacity of resources	Stagnant or declining home market

Table 1: A classification of export motives

Source: Albaum, 2005, p. 63

The motivational factors can be divided as either stimuli initiated from influences internal to the firm or stimuli originating from the company's external environment (home market or export market). Additionally the motives can be specified in terms of whether the export activity is due to reactive behavior (push factors) or if it is a result of proactive or aggressive (pull factors). (Albaum, 2005, p. 63)

A company's internal proactive influence can be the managerial urge. It reflects the desire, drive, enthusiasm and commitment of management towards exporting and other types of international marketing. A company offering unique technology expertise is more likely to receive inquiries from foreign markets because of the competence regarding its products.

In relation to the internal reactive stimuli many exporting companies face less total market risk than non-exporting firms as they have diversified geographically.

External, proactive factors are “change agents”, these can be government agencies, industrial trade associations, banks and other organizations who promote export activities by means of issuing and guaranteeing loans, providing credit facilities and insurance, sponsoring and participation in trade missions.

External, reactive factors, such as unsolicited foreign orders can be a reason by which firms become aware of opportunities in export markets. These inquiries can result from advertising in trade journals that have a worldwide circulation or through exhibitions. (Albaum, 2005, p. 65f)

In short, proactive firms expand on foreign markets because they want to, while reactive ones go international because they have to. (Czinkota & Ronkainen, 2013, p. 281)

2.3 International Market Segmentation

As a company – even if of notable size – can only address a limited amount of consumers, it has to define target groups and classify the target market into subsets. This process is called market segmentation. (Kotler, 2004, p. 606)

According to Albaum (2005, p. 164) segmentation might be even more important for export markets, than for domestic markets, mainly due to differences in the economic, cultural and political settings between countries.

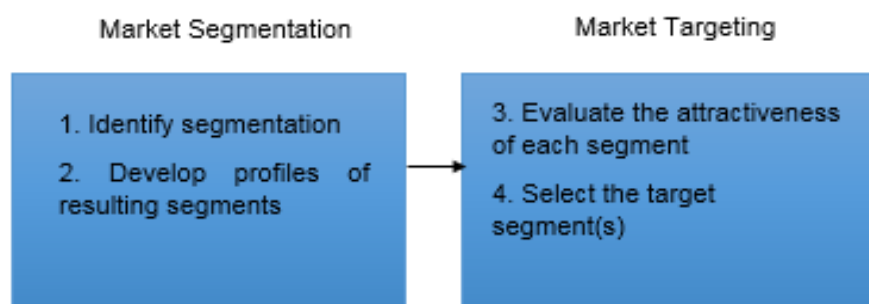


Figure 3: Steps in Market Segmentation and Targeting

Source: Kotler, 1997, 249, adapted

When segmenting a market on a particular basis, Albaum (2005, p. 165) suggests regarding four variables: measurability, accessibility, profitability and action ability.

This helps the company to categorize the market and therefore makes it more tangible.

These segments can be profiled in terms of its distinguishing attitudes, behavior, demographics, psychographics, and media patterns. Once a company has set up profiles of the segments, it can analyze how they can be served.

Each segment/market will then be evaluated by its attractiveness to the company. Kotler (2004, p. 608) mentions that possible global markets should be ranked on several factors, including market size, market growth, cost of doing business, competitive advantage, and risk level. The goal is to determine the potential of each market, using indicators such as those shown in the figure below.



Figure 4: Indicators of Market Potential

Source: Kotler, 2004, p. 609

The major advantage of market segmentation is, as Albaum (2005, p. 162) shows, the specialization it generates. Nevertheless it comprises costs, risks, and possible weaknesses especially in cases where accessibility is not easy.

However Albaum (2006, p. 162) mentions that “market definitions are often made on the basis of only one dimension (e.g. customer groups), which may be in conflict with definitions based on other dimensions (e.g. product function). Competitors also define markets, and their definitions often may not coincide with each other. Ignoring competitors’ definitions may result in both lost opportunities and basis for future competitive action”.

3. Foreign Market Entry Modes

Entry modes can be divided into three groups: Export, Intermediate modes and Foreign Direct Investment. Additionally the chapter 3.4 E-Commerce will be introduced as another method of entering foreign markets. Based on these options, a company can enter a foreign market. The export and intermediate modes are concluded by a comparative summary, which will depict the pros and cons of each entry mode.

3.1 Exporting

Export entry modes help a company to transfer products from their domestic market or a third country either directly or indirectly to the host market. Exporting is the most common strategy for initial entry into new markets. (Hollensen, 2004, p. 291) Generally these modes are low control, low risk and more flexibility. A company has to decide whether market entry is handled by an integrated channel or by a channel that includes independent intermediaries. There are three types of export modes: the indirect, the direct and the cooperative.

3.1.1 Indirect Export Modes

Kotler (2004, p. 609) suggests, the typical way a company starts to interact globally is by indirect export. "Indirect export occurs when the exporting manufacturer uses independent organizations located in the producer's country. The firm is not really engaging in global marketing, because its products are carried abroad by others." (Hollensen, 2004, p. 293) Especially companies with limited international expansion objectives, the intention to enter foreign markets gradually or testing out markets before committing major resources will be inclined to choose this export mode. However, as the export is carried out by an external nodal point the company has only limited information about the foreign market potential. The export buying agent, broker, Export Management Company, trading company, piggybacking are the most relevant indirect export modes, which will be considered in the following:

Export buying agent (export commission house): This agent represents foreign buyers who reside in the exporter's home country. This type of agent is essentially

the overseas customer's hired purchasing agent in the exporter's domestic market, operating on the basis of orders received from these buyers. Since the export buying agent acts in the interests of the buyer, it is the buyer that pays a commission. The exporting manufacturer is not directly involved in determining the terms of purchase. These are worked out between the export buying agent and the overseas buyer. (Albaum, 2005, p. 288)

Broker: The export/import broker's main job is to bring a buyer and seller together. "For its services the broker is paid a commission by the principal. The broker commonly specializes in particular products or classes of products, usually staple primary commodities such as grains, lumber, rubber, fibers. ... The distinguishing characteristic of export brokers is that they may act as the agent for either the seller or the buyer." (Albaum, 2005, p. 289)

Export Management Company: "An Export Management Company (EMC) is an international sales specialist who functions as the exclusive export department for several allied but noncompeting manufacturers. ... Although EMCs are independent intermediary organizations, as far as overseas buyers are concerned these firms are the manufacturing firm. Being the export department of several manufacturers, the EMC conducts business in the name of each manufacturer that it represents." (Albaum, 2005, p. 289f)

Trading company: Trading companies have their roots in European trading houses such as the Fuggers but also in the colonial days (Czinkota and Ronkainen, 2013, p. 288). Nevertheless Hollensen (2005, p. 296) comments that the concept has been applied most effectively in Japan. Smaller trading companies focus on foreign trade while bigger companies are also involved in domestic distribution and other activities. Their spectrum in tasks involves shipping, warehousing, finance, technology transfer, planning resource development, construction and regional development, insurance, consulting, real estate and deal making in general and the management of counter-trade activities.

Piggyback marketing: According to Albaum (2005, p. 292) in piggyback marketing a manufacturer (the "carrier") uses its foreign distribution facilities to sell another company's (the supplier) products alongside its own. Piggyback marketing can be used for products from several firms which are noncompetitive (but related), complementary (allied), or unrelated. Hollensen (2004, p. 296) mentions that this mode enables the carrier to fully use its established export facilities and foreign distribution. He will be either paid by commission or he will directly buy the product

and therefore act as an independent distributor. He might also put his own brand on them and market them as its own. Other than this both carrier and supplier agree upon promotional arrangements.

3.1.2 Direct Export Modes

A manufacturer or exporter who sells its products directly to an importer or buyer located in a foreign market is practicing direct export. By direct exporting the company has to deal with establishing overseas contacts, undertaking marketing research, handling documentation and transportation and creating marketing mix strategies. Direct exporting can be performed through foreign-based agents and distributors (interdependent intermediaries). (Hollensen, 2004, p. 298)

Other than agents, distributors act as exclusive representatives of the company, they “take title to the goods, and are paid according to the difference between the buying and selling prices rather than by commission”. (Hollensen, 2004, p. 298)

Exporters have to set up a distributor for each country separately, take credit risk and ship to one destination.

Agents handle a variety of goods. Apart from non-competing products, they might even sell goods that directly compete with the exporter’s products. “The exporter ships the merchandise directly to the customers, and all terms on financing, credit, promotion, etc., are settled between the exporter and the buyers.” (Hollensen, 2004, p. 298)

3.1.3 Cooperative Export Modes

Many small and middle sized enterprises (SME) merge to export marketing groups. As Hollensen (2004, p. 302) explains the basic idea behind this is to share the risk of entering new markets. Also a group of smaller companies can offer a broader range of product programs to the customer than one company. Hollensen (2004, p. 302) also suggests that the foreign market research as well as the representation abroad can be implemented more effectively. He continues that the cooperation between the companies can be intense or loose. In loose cooperations the involved companies sell their own products through the same agent. Intense cooperations in contrary often feature a new internal export association, which is used as an exporting arm of all member firms.

3.1.4 Comparative Summary: Export Modes

	Advantages	Disadvantages
Indirect Export	Limited investment High degree of market diversification No export experience required	No control over marketing mix Additional member in distribution chain leads to further cost Limited product experience
Direct Export	Shorter distribution chain Market knowledge acquired Local sales support	Little control over market price Cultural differences Possible trade restrictions
Cooperative	Shared costs and risks of internationalization Provide a complete product line	Risk of unbalanced relationships Firms are reluctant to give up their complete independence

Table 2: Advantages and Disadvantages of Export Modes

Source: Hollensen, 2004, p. 303, adapted

3.2 Intermediate Entry Modes

Intermediate entry modes are primarily vehicles for the transfer of knowledge and skills, although they may also create export opportunities. They usually involve a contract and hence are involved with shared control and risk and split ownership. Intermediate entry modes include a variety of arrangements, such as licensing, franchising, management contracts, and joint ventures. (Hollensen, 2004, p. 308)

3.2.1 Franchising

Kotler (1997, p. 570) describes franchising as a contractual association between a franchiser (a manufacturer, wholesaler, service organization) and franchisees (independent business people who buy the right to own and operate one or more units in the franchise system). Doole and Lowe (2004, p. 229) explain, the franchiser grants the legal right to use branding, trademarks and products, and the method of operation is transferred to the franchisee in return for a franchise fee. The franchiser provides assistance, training and help with sourcing components and exercises significant control over the franchisee's method of operation.

3.2.2 Licensing

Establishing local production in foreign markets without capital investment can also be done by licensing. This mode is usually applied for a longer term and involves much greater responsibilities for the national firm, because more value chain functions have been transferred to the licensee by the licensor. (Hollensen, 2004, p. 311) Albaum (2005, p. 254) adds that this mode includes arrangements for the foreign licensee to pay for the use of manufacturing, processing, trademark or name, patents, technical assistance, marketing knowledge, trade secrets, or some other skill provided by the licensor.

3.2.3 Contract Manufacturing

This market entry method “enables a company to have foreign sourcing (production) without making a final commitment. Management may lack resources or be unwilling to invest equity to establish and complete manufacturing and selling operations”. Contract manufacturing allows the firm to develop and control R&D, marketing, distribution, sales and servicing of its products in international markets, while handing over responsibility for production to a local firm. Contract manufacturing also offers substantial flexibility. Depending on the duration of the contract, if the firm is dissatisfied with product quality or reliability of delivery it can shift to another manufacturer. (Hollensen, 2004, p. 310)

3.2.4 Management Contracting

This mode is applied when one company (contractor) supplies management know-how to another company that provides the capital and takes care of the operating value chain functions in the foreign country. The operation will usually end after the contract expires. (Hollensen, 2004, p. 326) Albaum (2005, p. 254) remarks that this approach is a low-risk approach, if used with some type of purchase option. It allows a company without equity control or legal responsibility.

3.2.5 Manufacturing

Entering a foreign market through manufacturing abroad may be forced upon a company as Albaum (2005, p. 254) suggests. This might be due to competitive

pressure, market demands, and government restrictions on imports, or government actions that would result in imports being at a disadvantage. He continues by that the decision to manufacture in a foreign country might be part of a company's long-run plan to strengthen its international operations. However a company should rarely establish manufacturing facilities as its first international business operation.

3.2.6 Joint Ventures

This strategy is pursued in a foreign market when an alien company joins with national interests, or with a company from another foreign country, in forming a new entity. The central feature of a joint venture is that ownership and control are shared. A company may be forced into a joint venture in a specific foreign market because of local government policies, nationalistic feelings, or intense competitive pressure. (Albaum, 2005, p. 254)

Hollensen (2004, p. 318) mentions that there are contractual non-equity joint ventures or equity joint ventures. In contractual joint ventures two or more companies form a partnership to diversify the cost of investment, the risks and the long-term profits. An equity joint venture involves the creation of a new company in which foreign and local investors share ownership and control. Hollensen calls non-equity joint ventures also strategic alliances.

3.2.7 Comparative Summary: Intermediate Modes

	Advantages	Disadvantages
Franchising	Great degree of control Low-risk, low-cost entry mode Generating economies of scale in marketing to international customers	Lack of full control over franchisee's operations Costs of protecting goodwill and brand name Problems with local legislation
Licensing	Increases income on products already developed as a result of expensive research Low capital investment required No Danger of nationalization or expropriation	Licensor is a potential future competitor Licensee may be less competent than expected Lack of control over licensee operations
Contract Manufacturing	Permits low-risk market entry Retention of control over R&D, Marketing and sales/after-sales service Cost advantage if local costs are lower.	Transfer of production know-how is difficult Satisfactory and reliable manufacturer needed Extensive technical training
Management Contracting	Alternative to direct investment Contracts may be linked together with other forms of operation in foreign markets	Creates a great demand for key personnel Considerable effort needs to be communicated to local level and back to contractor
Joint venture	Access to expertise and contacts in local markets. Market and political risk is reduced Shared risk of failure	Contributions to joint venture can become disproportionate Company's staff might be overchallenged Loss of flexibility and confidentiality

Table 3: Advantages and Disadvantages of Intermediate Modes

Source: Hollensen, 2004, p. 327, adapted

3.3 Foreign Direct Investment

“Foreign Direct Investment (FDI) refers to an investment made to acquire lasting or long-term interest in enterprises operating outside of the economy of the investor. The investment is direct because the investor, which could be a foreign person, company or group of entities, is seeking to control, manage, or have significant influence over the foreign enterprise. (Kolodkin, n.d.)

The type of ownership plays a crucial role. It can range from 100 percent to a minority interest. The different levels of ownership will affect corporate flexibility, ability to control business plans and strategy, and exposure to risk. (Czinkota, Ronkainen, 2013, p. 299)

3.4 E-Commerce

Besides the previously mentioned entry modes, many companies increasingly choose to market their products globally, through e-commerce, the ability to offer goods and services over the web. Rapid growth of e-commerce has benefited a large number of firms by improving production efficiency, delivery processes, customer support and increased revenues. There are a variety of ways in which companies can market their products over the internet. (Czinkota & Ronkainen, 2013, p. 288)

Some companies use the Internet as an additional channel that enhances or replaces their traditional channel(s). For others, the Internet has provided the opportunity for a new online company. (Friesner, 2014)

As Czinkota & Ronkainen (2013, p. 289) suggest, some companies enter e-commerce by exporting through a variety of B2C and B2C forums.

There are also companies who solely trade on the Internet like Amazon or pre-existing companies that have adopted digital marketing like Target. (Friesner, 2014)

As Czinkota & Ronkainen (2013, p. 415) suggest participation on the Internet will offer the most attractive starting point in marketing services internationally. Setting up a website allows any potential customer to access the company's virtual shelves.

To benefit from the new technologies, it is essential for a successful business to have some kind of Internet presence, for instance social media presence, a website or even an app for mobile devices. Nevertheless, there are pros and cons, when it

comes to using e-commerce for expanding to foreign markets. They will be listed in the table below.

Strengths	Weaknesses
Translation easily outsourced	Local contact still necessary
Easy and immediate updates	Access to Internet possibly restricted
Reliability	Impostor
Audit trail	Open to misuse
Low capital investment	No cure-all
Independent of firm's size	

Table 4: Strengths and Weaknesses of the use of the Internet

Source: Albaum, 2005, p. 309, 311, adapted

The table shows the strengths and weaknesses emerging from the use of the Internet. It can be determined that the Internet has advantages as well as disadvantages. On the one hand it facilitates a lot of processes but on the other hand it also brings new threats and challenges, which businesses have to encounter.

4. Online Market Places and the Case of Lakivälitys

This chapter will address my case product, Lakivälitys, which will be exported to the UK market. Firstly, online legal market places will be explained, secondly, Lakivälitys will be introduced and thirdly I will give a brief overview by applying a SWOT-Analysis to the existing product.

4.1 Online Legal Market Places

The Internet has given customers more power and possibilities to engage in information and comparative investigation of products and services. Online market places and comparing sites for services, tangible products and companies are a quite common tool for today's consumers. When it comes to legal services however many professionals describe the market as inefficient. For instance, a Dutch webpage describes it as highly inefficient, if not dysfunctional. (Mueller, 2014)

“In all so-called developed economies the demand for legal help is tremendous. We witness failure of access to justice. In the US, the amount of unrepresented people appearing in court keeps growing, courts face shrinking budgets and caseloads keep growing. The traditional answer has been legal aid and pro bono work, in various forms. This problem, however, can never be solved by legal aid and pro bono alone.” (Mueller, 2014)

High, unpredictable legal fees present a huge burden especially on small businesses. Some companies replace the lawyer with self-service legal websites like LegalZoom or Rocketlawyer, both sites are operating in the USA for basic legal needs. (Bakshi, 2012)

The webpage suggests, existing rules impede any potential changes. Meanwhile new insights and the innovative potential that comes along with the IT revolution are poised to change this. This is where online legal market places come into play. The legal service sector is currently changing, see also in chapter 5.1. In countries like the USA and the UK there is already a large number of well-sized companies on the field competing for private customers legal assignments. Some of the largest companies in the UK are Lawyerfair, Comparelegalcosts and Lawspark.

The basic idea of an online legal market place is to create a platform for lawyers and private persons to connect to each other. Thus private customers gain the opportunity to obtain legal advice as well as to place assignment requests whereas lawyers can offer their skills and respond to legal assignments. This concept makes it possible to offer a customized solution for any legal problem. Furthermore the goal is to minimize costs.

Online legal service platforms can offer a variety of services ranging from lawyer listings, job positioning, online legal advice etc. The UK-based site Lawyerfair for instance doesn't offer listings. Andrew Weaver, the CEO of Lawyerfair indicates that the lawyers who are presented on their site are selected upon their reputation, expertise and market and customer reviews. (Weaver, 2014)

The current market situation as well as the local competitors in the UK will be covered in chapter 5.

4.2 Case Product: Lakivälitys

Future Lawyers, founded in 2013 is a start-up company based in Turku, Finland. The company, which is run by a team of three lawyers and a developer represented by CEO Ville Kaituri, launched their main product 'Lakivälitys' in May 2014. Lakivälitys is an online platform for legal services. It provides a free directory and tender service regarding legal issues. Besides this, Future Lawyers launched 'LakivälitysPro' in February 2015, which is a similar platform that concentrates solely on business customers in Finland. Both products are linked to one website which enhances the marketing of the original product Lakivälitys.



Figure 5: Logo of Lakivälitys Finland

So far, the company is the only one of its kind in Finland covering the entire spectrum of listing, reviewing and job positioning. Lawyers as well as private customers seeking for legal advice are both served by means of the platform's role as a broker.

According to the company's webpage, legal advice is available in a three step procedure:

Firstly, customers can make a call for tenders with the tender form. Lakivälitys will forward the invitation anonymously to lawyers in the customer's area.

Secondly, lawyers and attorneys with special experience evaluate the price for this task and make offers based on that. The customer will then receive tenders from lawyers operating in his area, who meet the required criteria for his order.

Thirdly, the customer can now compare the lawyer's experience, assessments and fees and choose the preferred bid.

The commitment of Lakivälitys is at no charge for private customers. Lawyers however may offer a service by registering on the website. Keeping a profile is free for lawyers. This allows the platform to offer a free directory of lawyers. Until December 2014, the company has been in a test phase offering free access to lawyers. Starting from January 2015 lawyers can get unlimited access to offers by paying a monthly fee of 39,99 Euros. Other than this, attorneys can pay per use, this means for every successfully resolved case, they pay a fee dependent on the type of the case.

Currently, Future Lawyers is focusing on marketing and the development of their main product 'Lakivälitys' in Finland. The company mainly uses Google AdWords to increase the number of job postings. To expand the marketing, the company would need to invest even more in marketing. As of January 2015 the company is still writing red figures, with monthly revenue below 600 Euros.

Customers are contacted by e-mail or phone. Future Lawyers also gets in touch with lawyer organizations. The company estimates the quantity of potential job postings in legal assignments to around 400.000. So far the only competitors in Finland are company listing sites. However the company is planning to expand into an English-speaking market, preferably the UK.

The company is currently in the process of planning this, endeavor. The CEO especially regards the size of the market as an opportunity. The Finnish market potential is limited by size wherefore it is quite hard for the company to act as a meeting point for supply and demand. Ville Kaituri mentioned that other than in the USA, where these platforms are huge, there are not enough lawyers on the Finnish market to compete for the services. He links the choice of the UK market mainly to language reasons. Moreover bigger markets like Germany for instance have legal barriers, which would complicate the market entry. He also noted that people in Southern European countries regard computer technology in a rather suspicious way and would rather rely on mouth-to-mouth marketing. A market entry in these countries is therefore infeasible at this moment.

The tentative test market, the London area is popular for being a center for legal affairs.

4.3 SWOT-Analysis

The following graph shows a SWOT-Analysis for the product Lakivälitys. It depicts the strengths and weaknesses, the internal aspects as well as the external aspects, the opportunities and threats for the product.

		Helpful for achieving the objective	Harmful for achieving the objective
Internal origin (attributes of the system)	Strengths	<ul style="list-style-type: none"> • Relatively new business model • Finnish companies have good reputation • Strong marketing • Offers a lot of content 	Weaknesses <ul style="list-style-type: none"> • Website is only in Finnish • Limited experience • Lack of customers • Limited reputation • Still negative revenue
	External origin (attributes of the environment)	Opportunities <ul style="list-style-type: none"> • Finnish market = testing market • Legal market is currently changing • English market has a high demand of lawyers • Changing perception of technology 	Threats <ul style="list-style-type: none"> • Competitive market environment • Legal and monetary barriers • Informal disadvantages to domestic competitors

Figure 6: SWOT-Analysis for the Finnish Product Lakivälitys

Source: Input by CEO of Lakivälitys and own research

The SWOT-Analysis depicts the internal and external as well as the supportive and detrimental factors influencing Lakivälitys on the new market. The product of an online market place is a relatively new business model. In particular regarding the current change of the legal market this can be regarded as a strength of the product. Furthermore Finnish IT companies are known for their excellent work. The company's strength lies in strong marketing and the wide spectrum it offers (listing, reviews and job postings).

Concerning potential weaknesses the company's Finnish website is only available in Finnish. Due to the company's status as an advanced developed startup it hasn't gained a reputation yet. Besides, the customer base in Finland is still limited. The company has been in a trial phase. When entering a new market, this can be a disadvantage.

On the other hand the external environment also influences the company. So far the company acted on the Finnish market which can be seen as a testing-phase before the company enters the UK market.

Furthermore, the market for legal services is currently undergoing significant changes. People have adapted and liked the usage of price comparing platforms. The UK market is well-known as a center for legal affairs with a high demand for lawyers. This high competition among lawyers is the perfect condition for a legal market place. Additionally, the use of technology is increasing, which makes the Internet a very important part of everyday life, and therefore online services providing the opportunity to compare lawyers are utilized more frequently.

My research has determined several competitors on the online legal service market. Domestic businesses will have several advantages compared to Lakivälitys especially regarding local insights and reputation. Some of these competitors will be introduced more precisely in chapter 6.

5. The Global Marketing Program

Companies which enter foreign markets need to decide if they want to adapt their marketing mixes to local conditions or use the same marketing approaches worldwide. They have to decide between using an adapted marketing mix or a standardized marketing mix. When using an adapted marketing mix, the producer adjusts the marketing mix elements to each target market, bearing more costs but hoping for a larger market share and return. (Kotler, 2004, p. 612) In the following I will firstly elucidate the theoretical framework of the marketing mix, which will focus on the international aspects and the application of the elements in online marketing. Secondly, this will be applied to the case and thirdly, I will describe the global marketing organization on the basis of the case Lakivälitys.

5.1 The Marketing Mix

When entering new markets, one crucial implement is the marketing mix, consisting of the 4 P's. The marketing mix has to be designed to meet the demands of the target market and to achieve the company's marketing objectives. (Masterson, 2014) According to Masterson, an organization's objectives work in a hierarchy. At the top level are the corporate objectives. All other objectives, including marketing, should be designed to contribute to those overall corporate objectives. An integrated marketing mix will be more effective, which means the better the elements are adjusted, the bigger its impact on the target market will be. Each element of the 4 P's needs to be examined carefully when planning the marketing mix.

An international marketer needs to analyze the product as today's consumers are mostly driven by getting the best quality products for the most affordable price. This has led to a tremendous competition between companies. Maintaining quality products may require physical or mandatory changes in order to adapt to the legal, economic, cultural or technological requirements of a local marketplace. These adjustments can range from new packaging to a total redesign of the product. The product needs to be presented in a way that meets the needs, tastes, and patterns of life of the target market. Consumers must first accept the idea of the product, and then actually make use of it.

Besides, the introduction of innovative products to foreign markets needs to be communicated through a series of channels, over time and also among members of social system that establish them as desirable. The more innovative a product is, the more difficult it is to convince customers to buy it. (Anderson, 2011)

Pricing decisions are of the utmost importance, because it is the only element of the marketing mix that will actually create revenue for the firm. (Anderson, 2011) However there are several basic factors, which can affect pricing for almost all companies and industries. They can be divided into internal and external factors. Internal factors include: Fixed and variable costs, company objectives and strategies, market segments, targeting and positioning decisions. External factors contain: Competitors, target market behavior and willingness to pay, industry trends, industry or legal constraints. (Entrepreneurial-Insights, 2014) Besides, when a company aims for foreign markets, it has to face international pricing issues, such

as currency movements, inflation, transfer pricing or price coordination. (Anderson, 2011)

Promotion, also known as marketing communication, will be a decisive factor when it comes to implementing the product in the target market. As customers are offered mostly a wide variety of products, companies have to use marketing communication skills to influence their choices. For this task, firms can use tools, such as direct marketing, public relations and sales promotion (see table 12). These instruments help companies to build their reputation as well as their position on the market and therefore influence the customers' decision. Moreover, the objectives of promotional activities are creating interest, building awareness for the product, providing information, stimulating demand and reinforcing the brand. Marketing communication for products on foreign markets has to be adjusted in terms of language and environmental aspects. (Masterson, 2014) Promotional activities for online services can be advertised by using Search Engine Optimization (SEO) or pay-per-click (PPC) models. These enhance the success of being found by potential customers.

Placement refers to the whole distribution process from customer enquiry to after-sales service. Location can be described as the place, where the actual sales happen. (Masterson, 2014) This does not only include the business partners but also the intermediaries, transport and delivery. When it comes to online services the Internet has brought crucial changes to the marketing mix. Of course the main distribution channel for Internet-based companies is their web-presence. However, online location can also refer to where links are placed on other websites. Using Google for instance, to place the link to a business's webpage would generate high consumer traffic for the firm. (Learnmarketing, n.d.) Entrepreneurial-Insights suggest that no single component of the marketing mix elements can operate in isolation. When shaping a distribution strategy, input needs to be taken from other elements of the mix.

However this can be applied to all elements of the marketing mix. When applied on a product, these elements and their variables are in constant interaction. Table 12 summarizes the key variables of the 4P's.

Product	Price	Promotion	Place
Features	Price range	Advertising	Intermediaries
Range	Discounts	Personal Selling	Coverage
Support services	Allowances	Public relations	Order processing
Brand	Negotiation policy	Sales promotion	Stock control
Design	Credit policy	Direct marketing	Delivery
Packaging	Price changes	Sponsorship	Transport

Table 5: The 4P's: Key variables

Source: Masterson, 2015, adapted

5.2 Marketing Mix for the Case Product

In the previous chapter, I have described the theoretical aspects of the marketing mix. The graph below will visualize the marketing mix for Legific – the product to be exported to the UK.

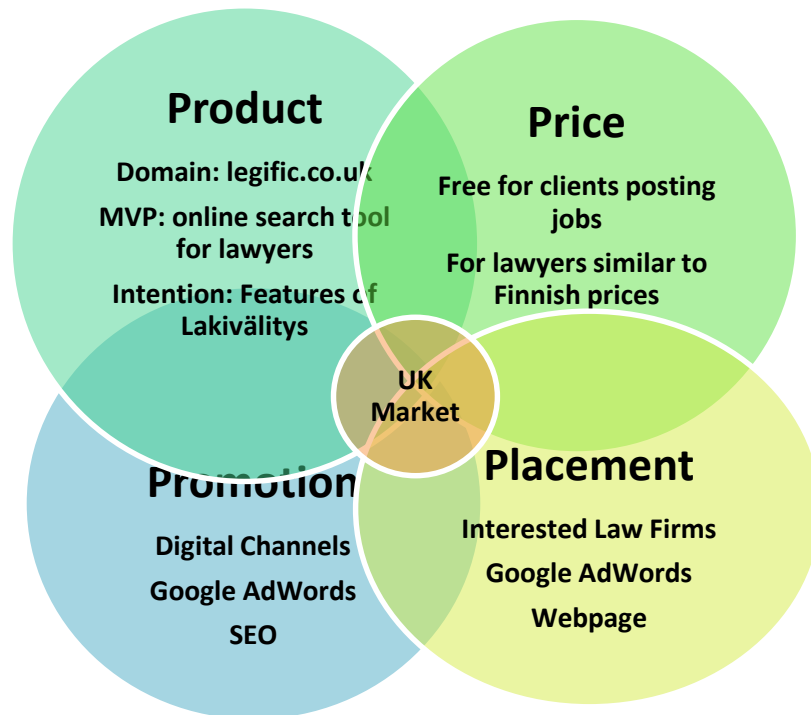


Figure 7: Marketing Mix for the case product

Source: Self-created

As Figure 7 shows, the marketing mix tools need to be adapted to adjust the new product to the UK market.

Regarding the product itself, the CEO implied that the intended aim is to implement the product with the same functions as the Finnish product. However the product needs to be adapted in certain features. For the UK market, the current Finnish name will most likely be a problem for English speakers. Therefore the name of the exported product shall be changed to 'Legific'. The minimum viable product could be used as an online search tool to find lawyers on the UK market. However, the company aims to add all features of the Finnish product Lakivälitys. Concerning the non-paying clients who look for lawyers the target group will be private individuals. Lawyers on the other hand will have to possess an applicable higher university degree.

The pricing will be similar to the Finnish product. The lawyer, who wins the bid will pay a lead fee to Future Lawyers. However to attract lawyers, the company is planning to offer the first three cases for free.

The promotion will be conducted only through digital channels, focusing on Google AdWords and Search Engine Optimization. The use of social media as a marketing channel will be limited due to insufficient effects in Finland.

Finally, the placement of the product will take place through contacting law firms, who are willing to try the service. Only after this Future Lawyers will start marketing. Aside from their main webpage, the company will use Google AdWords to market the service to people who are looking for a lawyer.

5.3 Global Marketing Organization

Companies which act on several foreign markets need to organize their international marketing activities. According to Kotler (2004, p. 620), this can be done in at least three different ways: Either by organizing an export department, creating an international division or becoming a global organization. Of course this decision is dependent on the market entry strategy a company chooses. However Kotler (2004, p. 620) implies that most companies decide to organize their international marketing activities through an export department. If a company chooses a different market entry mode, international divisions or subsidiaries might be more valuable for them to handle their international activity. However he continues that global organizations do not act on a national basis anymore but their entire corporate activities are organized globally, which means, they do not only sell abroad but also manage their manufacturing facilities, marketing policies, staff plans on a worldwide basis.

For my case product, the export department would be the suitable choice of a marketing organization. The company's size as well as their intention to export the product support this choice.

The sequence of major decisions in international marketing introduced in the beginning, cf. Figure 1 ends with this chapter. The following chapters will be concerned with the UK market as well as the analysis of the case.

6. Market Research: UK Market

Before entering the UK market, it is crucial to examine the overall market situation and the potential competitors of the legal service market place - Lakivälitys. This chapter will give a brief overview on the product's future market environment, analyzing the UK market as well as several selected competitors.

6.1 The UK Legal Services – Briefing

The United Kingdom is – just as Finland – part of the European Union. Both countries are active members though the UK doesn't share the European currency. The exchange rate between the Euro and the Pound Sterling has to be considered, when doing business in the UK. As of March 10th 2015, one British Pound Sterling is worth 1,40 Euros. (Chan, 2015) However the European Union as a trade union provides a reliable base for market expansion. The overall value of the entire legal service market in the UK is estimated to be about 29,3 Billion Pounds in 2013. (IRN Research, 2015) It accounts for 7% of the global industry, and includes almost 12.000 law firms and 127.000 practicing solicitors. (Hodgart Associates, 2014)

The UK's reputation as the leading global center for provision of international legal services and the use of the English language attracts international law firms. TheCityUK claims legal services make a substantial contribution to the UK economy as indicated by fee revenue generated by law firms in the UK, contribution to GDP, employment and exports of legal services. (TheCityUK, 2014)

The legal profession in the UK offering legal services can be divided into two branches, solicitors and barristers. Solicitors provide the great bulk of "first line" legal advice, undertaking detailed advisory work on behalf of their clients. Their services include representation and appearing in court for UK and overseas clients. While solicitors serving the local community, solving the legal problems of the public are often in a general practice, solicitors serving business customers tend to be specialists in a particular area of law.

Barristers provide specialist legal advice and represent their clients in courts and tribunals. Often solicitors or other professional clients will refer work to a barrister or

advocate, but with some exceptions, it is also possible for a member of the public to go directly to a barrister for advice or representation. (TheCityUK, 2014, p. 4)

The solicitor and Joint Chief Executive Officer of Epq Group, Richard Cohen, described the change of the legal service market in 2010:

“So far, solicitors have been protected from competition through specific regulations. The Legal Service Act 2007 (LAS) is the first attempt to draw into one regulatory framework. It is a reaching and radical departure from existing regulation and legal business structures and will lead to the creation of “Alternative Business Structure” (ABS). The effect will be that the legal service market, once the preserve of law firms, will be distributed through banking, insurance and retail outlets. Change to the legal services market will come via new entrants and existing savvy law firms who will reap the greatest benefits by using the latest technology solutions to deliver innovative legal services.” (Cohen, 2010)

The Legal Services Act 2007 enabled new forms of legal practice to develop both legal disciplinary practices and LDPs (firms involving different kinds of lawyers, and up to 25% non-lawyers, but only providing legal services) and alternative business structures (ABS), which will allow external ownership of legal businesses and multidisciplinary practices. (Hodgart Associates, 2014, p. 4)

The RBS report (2013, p. 9) prospects that through alternative business structures successful law firms will have greater agility, and through this, will develop a lower and more variable cost base aligned to the level of activity in the firm. The bottom line is that law firms can be operated more cost effective and efficient.

However, the current trend is consolidation. A survey on the legal market by RBS (2013, p. 12) found out that over 70% of respondents expect the rate of merger activity to accelerate in the next 12 months. The driving factors for this trend include: slow organic growth in the domestic UK market, pressure on law firm margins, building a deeper and better client base in new jurisdictions, creating a wider geographic footprint to service clients in more jurisdictions, building ancillary legal services, creating joint ventures with business partners outside legal services for instance by using ABS and rapidly building scale in growth practice areas or practice areas with a sector focus.

6.2 Market Analysis – Legal Service Market

Currently, the legal market might be numerically dominated by small firms but in terms of revenue, the power is heavily concentrated amongst the top players. According to the UK Legal market service report 2015 (IRN Research, 2015) the top law firms account for 55% of private practice revenues generated in the UK. It also states that the largest segment in the UK market is legal work for business and commercial affairs. The second largest segments are personal injury/accident/medical negligence work and legal work associated with commercial property.

The CityUK described the current situation on the legal service market in 2014 as challenging, especially due to the economic downturn. Nevertheless the market has been showing some tentative signs of recovery since 2012.

The following chart visualizes the current market situation in the UK by depicting the employment for each region and the gross value added in Million pounds. With a total population of 6.510.000 the UK counts about 315.900 employees in the legal services sector. The chart confirms that the city of London represents a major center for legal services.

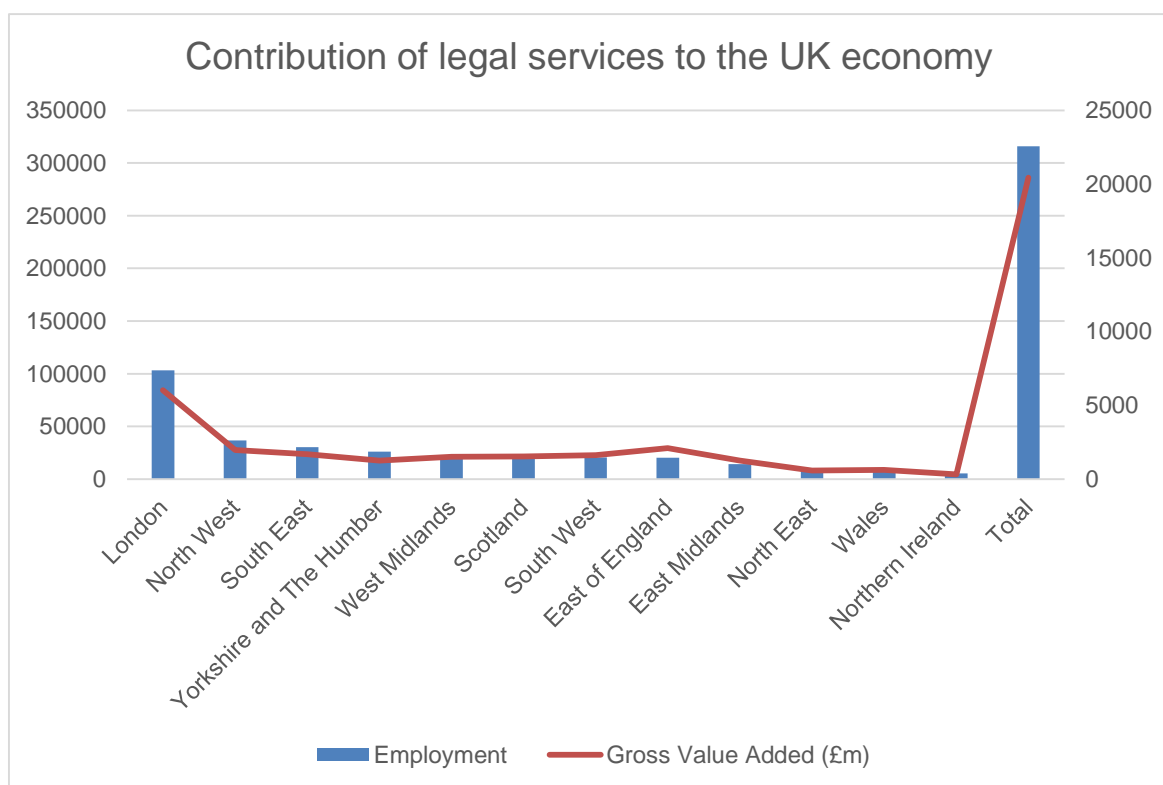


Figure 8: Contribution of legal services to the UK economy

Source: Data from TheCityUK, 2014, p. 1, Chart: self-created

An analysis carried out by Hodgart Associates (2015, p.2) found that most of the solicitors – about two thirds work in private practice, and the remainder in commerce, industry and the public sector. The analysis included a segmentation of the legal service market into four strategic groups:

<p>The Global Elite: These firms include the Magic circle, which are the top five law firms in the UK. Those companies are mostly focused on major transactions and capital markets as well as on litigation.</p>	<p>Business Law firms: These companies can be divided geographically into International-, London, National- and Regional-Business Law Firms. They sell on the basis of relationships and local capability, and build strong domestic businesses, often with industry expertise, across the globe.</p>
<p>Retail law firms: These firms focus primarily on private clients and small businesses, either as High Street Firms or in areas such as personal injury insurance claims.</p>	<p>Specialist focus law firms: These firms specialize in a very narrow part of the market, for instance pension specialists or litigation boutiques</p>

Figure 9: Four strategic groups of law firms on the UK market

Source: Data from Hodgart Associates, Figure: self-created

However Hodgart Associates (Hodgart Associates, 2015, p. 2,3) considers all of these segments under increasingly strong pressure to adapt to the new market realities within the next five to seven years, leading to a reshaping of the profession.

Lakivälitys as a market place for legal services will focus on the two latter ones, smaller law firms which are looking for new customers.

There are a variety of competitors on the UK market. Potential competitors range from listing sites, general comparing sites to rather specific comparing sites focusing on specific legal service fields, for instance businesses.

6.3 Competitors

In the following I have listed websites offering legal services in the UK. Those webpages can be seen as potential competitors. None of these provide the exact same services as Lakivälitys.

6.3.1 Lawyerfair

Lawyerfair is a free to use lawyer procurement and legal comparison service site, which matches the legal needs of businesses (especially SME's) with a panel of export and pre-approved lawyers. The idea of this portal is to dissociate from the traditional way of hiring a lawyer to a more efficient and competitive way. Their services are built around four key points, choice, competition, efficiency and accountability. (Weaver, 2014) Their aim is to offer the best services to their clients and to let the customer decide between the offers. At the same time, they emphasize that they do not see themselves as a listing service for thousands of lawyers. To be admitted to their panel, lawyers are asked to sign Lawyerfair's unique 'Silver Service' Customer Charter as well as to undergo a due diligence process. The site is featured in popular newspapers and magazines such as The Daily Telegraph, realbusiness and Ingenious Britain. Also the CEO Andrew Weaver is very active on their social media sites. (Lawyerfair, n.d.)

6.3.2 Solicitor.info

Solicitor.info is a rating website, founded in October 2010, which collects and displays reviews and opinions. Besides this the client can also ask for legal advice by filling out a form with specific information and will then receive quotes from lawyers. However it is up to the clients to make use of the quotes. The site also claims they are trying to balance the freedom of speech of reviewers with the fact that a false review may unfairly damage a solicitor's reputation. Compared to other sites, Solicitors.info allows solicitors to remove their listings and bad ratings. They justify this option by the argument that good solicitors will be found if they are confident enough to let their clients rate them. Nevertheless, the site seems to be slightly biased, as it allows individual solicitors to pay for enhanced listings. Besides this, the site is funded by advertising on various pages of their website. Solicitors

can book several options ranging from 29,95 to 99,95 Pounds. The mere membership for solicitors is free. (Solicitor.info, n.d.)

6.3.3 Lawyerstreet

The self-labeled online high street of lawyers, Lawyerstreet is an online legal market place, which offers customers the opportunity to receive and compare up to 5 quotes. The platform was launched in October 2012 (Matthew, 2012) and operates throughout London and beyond. Its aim is to become a portal for anyone to gain access to quality cost-effective legal advice. Some of the legal service areas covered are property, negligence, wills, family, employment, immigration, finances, mediation, services and criminal. Other than this, the site hosts a list of free legal services around the UK. When logged in, clients will receive recommendations for lawyers. The referral system is based on the client's postal code. When posting a job, customers can choose between three different types of quotes: Either the client is paying the lawyer normally from his own money or the customer is entitled for Legal Aid, the lawyer will be paid by the government. Another option is the so called "No Win No Fee lawyer". In this case, the lawyer will be paid if they win the client's case or if the customer is entitled to Legal Aid. Lawyers can pay a monthly fee of 25 Pounds to be admitted to their database. Aside from this, LawyerStreet charges 2,5% of the quote value for a successful request. Besides their social media presence, they cooperate with British law corporations and magazines such as Legalfutures, Solicitors Journal, Law Society Gazette, Today's Conveancer, and Square Eye on the Law. (Lawyerstreet, n.d.)

6.3.4 LawSpark

LawSpark is a London-based online legal services market place, similar to Lawyerstreet. The keynote is that everyone should be able to access legal advice easily. Requesting quotes can be done online as well as through the phone. According to the webpage, more than 10.000 lawyers have access to the LawSpark database of job ads. The website lawyers specialized in legal areas such as business disputes, document checking, startup advice, intellectual property rights and breach of contract disputes. Legal jobs will be online for two weeks, unless the client asks to remove them. However, once a client has accepted one proposal, he

will not be able to receive any more. Lawyers need to be practicing in the UK and regulated by the Solicitors Registration Authority (SRA) to register within the website. There is no general fee for lawyers. The access to orders is free for lawyers. LawSpark believes that this encourages them to use the site regularly. Once the client has paid, LawSpark levies a percentage from the lawyer. In the first 12 months, this is 8% for the first 3000 Pounds. When this sum is exceeded, LawSpark claims 4% of all payments received in 12 months. The payment needs to be verified by sending the invoices received from the clients to LawSpark. After this the payment is concluded via Paypal. Aside from their blog, where they analyze topics like 'The best way to find lawyers without breaking your budget' in a very easy to understand and practical manner, they use other social media sites such as Facebook, Twitter and LinkedIn. (LawSpark, n.d.)

6.3.5 Contactlaw

The platform Contactlaw.co.uk, which was founded in 2006 focuses on both, businesses and consumers. It is rather a network site than a comparing site. For getting legal services, the customer is asked to fill out a form or call them. Every new customer will be briefed, which allows them to only forward the customers with a genuine need. The scope of duties they offer is wide and ranges over all kinds of legal areas including accidents and injuries, international law, property law, tax law, family law, wills and probate, etc. The site states that they provide a simple and effective way for law firms to market themselves to potential clients. According to their website, their network of lawyers covers thousands across the UK. Lawyers will agree upon an annual number of clients the lawyer/law firm wants to receive and for which areas of law. From this point on a total price will be calculated and broken down into 12 monthly instalments. The number of visitors on their websites counts up to 100.000 every month. To expand their network of lawyers they are currently planning to enter new markets such as China, India or Spain. (Contactlaw, n.d)

As previously mentioned, the Finnish product Lakivälitys covers listing, reviewing and job postings. Out of the previously listed competitors, Solicitor.info – as a rating and reviewing site and LawSpark as a job posting site can most likely be compared

to the Finnish product. However none of these sites cover the whole spectrum. The competitors will be analyzed in chapter 7.2.

Table 6 will give a complemented view on the competitors.

	Lawyerfair	Solicitors.info	Lawyerstreet	LawSpark	ContactLaw
Type of Site	Legal procurement, comparison	Rating, comparison, search engine	Legal procurement, comparison	Legal procurement, comparison	Lawyer-client matching service
Founded	Oct. 2013	Oct. 2010	Oct. 2012	Oct. 2014	Jan. 2006
Target Group	Startups, SME, PLC	Businesses, Private Individuals	Private Individuals and Small Businesses	Businesses, private Individuals	Businesses, Private Individuals
Law Fields	Commercial Probate Dispute Resolution Employment Property Technology Others	Conveyancing No Win No Fee Solicitors Immigration Law Divorce Advice Legal Aid Employment Whiplash Compensation Wills, Probate Family Law Driving Claiming Back Data Roaming Charges	Property and Housing Injury, Negligence Wills, Probate, Trusts Family and Children Employment and Workplace Immigration Money and Finances Mediation Services and Goods Criminal	Business Disputes Document checking Startup Advice Intellectual Property Rights Breach of contract disputes Unpaid Business Debts Landlord and Tenant Disputes Neighbor Disputes Defamation Business Sales	Accidents Commercial Criminal Debt and Insolvency, Disputes, Employment Law, Family Law, General Legal Info, International, Nationality and Immigration, Property Law, Tax Law, The Court System, Wills
Requirements for Lawyers	Silver Service Customer Charta	No requirements	No information available	Solicitors Regulation Authority registered	No information available
Fees for Lawyers	No information available	Basic service free, other between £29,95 and £99,95	Subscription based, £25 per month, 2,5% of Quote value	First £3000: 8% of the first 12 month's income, above £3000: 4% of all payments in 12 months	No information available
Promotion	The Daily Telegraph, Smarta, ICAEW – Chartered Accountants, Ingenious Britain, Realbusiness	Voted Top 10 Info Websites in 2011, Calion FM (Radio)	Legalfutures, Solicitors Journal, The Law Society Gazette, Today's Conveyancer, Square Eye on the Law	No information available	Guardian Unlimited, The Sunday Times, Telegraph.co.uk, Thisismoney.co.uk

Table 6: Comparison of Competitors

6.4 Insights by Law Firms on the UK Market

The analysis of the UK market included a research for potential customers in the London region. The main source for the law firms was the listing webpage Solicitor.info as well as Google. I contacted about 60 law firms (see Appendix) located all over the UK, but mostly London city.

Out of these, I received answers from three solicitors and law firms in London (see Appendix). First, Pam Barar, a solicitor at Barar Associates in London, second, Arshad Mahmood, the Managing Director of the law firm Sunrise Solicitors in South Wimbledon and Jonathan Budge, the Marketing Executive at the law firm Healys in London.

The questions I asked them were concerned about their customer acquisition, the marketing channels they use and their assessment of the current situation of the legal market.

All of them agreed on their main way of acquiring new customers – namely through referral as well as through their websites. The law firm Healys also gains new customers through business development and advertising. The company uses an internal marketing department, which puts effort into bringing the firm forward in the market place. Healys uses channels such as print media, direct- and E-Mail marketing, networking, Social Media as well as online advertising and Search Engine Optimization (SEO), which is mainly used by Google AdWords. To optimize their marketing, they use services such as Microsite.com, which is an online service that claims “to make your website smarter” (Microsite, 2015) or Legal 500, which ranks the top law firms.

Barar Associates also uses SEO as well as the pay per click model (PPC), where advertisers pay a fee each time one of their ads is clicked. (Wordstream, 2015) Sunrise Solicitors used Google AdWords in the past but claims they already receive more than enough enquiries through their website, which led to their decision to mainly advertise their services through their website. This might be due to their specialization of their services on immigration and their offer of services in all kinds of languages such as Italian, Punjab, Swedish or Urdu. (Sunrise Solicitors, 2015)

When asked about their willingness to pay for acquiring new customers, Mr. Mahmood, from Sunrise Solicitors implied that his company is currently rather busy

and therefore does not consider to gain new customers through paid means. However he suggests, generally it is absolutely worthwhile to increase the number of customers by marketing services online. Pam Barar's law firm would consider to pay for acquiring new customers and is currently using the listing site Solicitors.info, where the company currently has 9 reviews (Solicitor.info, 2015) Jonathan Budge from Healys clarified that in general most of the law firms are willing to pay a fee to get a client. However, by the British law, the client has to be informed about this and the amount of the fee.

The three respondents agreed that the legal service market in the UK is rather competitive. Yet each of these firms has their own strategy of coping with the situation. Sunrise Solicitors is currently satisfied with the number of customers their website attracts, Haleys is a stately law firm, which tries to compete with the upper-class law firms and Barar Associates already uses online comparison and rating websites to market their legal services.

It can be concluded that the UK market is quite competitive and law firms have to be efficient at marketing if they want to stay on the market. However these circumstances imply that the legal service market would benefit by establishing more online legal service market places. In the meantime, the potential idea of these market places hasn't been fully discovered by the clients and lawyers yet.

7. Analysis

This chapter will treat the analysis of the research information, which was conducted previously. There will be four parts. Firstly, I will address the product itself, secondly the competitors will be compared and thirdly I will evaluate the overall market situation. Based on the analysis I will finally give a recommendation regarding the market entry to the UK market of the case product.

7.1 Assessment of the Product

In chapter 6.2 I mentioned that the Finnish product Lakivälitys is considered to be exported to the UK market under the name Legific. As there are many competitors on the UK market, it will be a different market environment for the product. The CEO

of Future Lawyers mentions, that Lakivälitys is currently the only product of its kind on the Finnish market. Besides online legal service market places the market hosts plenty of other comparing, rating, procurement or listing sites, which offer general or legal issues. (Analysis of the competitors see chapter 7.2)

None of the competitors I examined offered identical services as those offered by Lakivälitys. If Legific would provide the full service of the Finnish product, namely listing, reviewing and job postings, it could stand out from the other online legal services platforms. Then again most of the competitors on the UK market have limited their target audience because of the rough market situation. It makes sense to address a niche rather than to aim for the whole market.

After taking a look at the UK legal services market, it can be concluded that it is quite competitive. This might sound positive but due to this situation, many law firms, e.g. Healys have incorporated internal marketing departments. Therefore the consideration of using online legal market places to acquire new customers won't come into question for these companies. Moreover, I previously described in chapter 6.1 that the current trend for law firms is consolidation of several smaller law firms. However, the product is intended to help smaller firms with problems of acquiring new customers. If Future Lawyers introduced their product to the UK market, they would need to face certain challenges including the general lack of knowledge about online legal service, the highly competitive market and the merger of small law firms. My research included contacting potential customers – lawyers, who would be willing to test the service. After analyzing the replies, I concluded, that these law firms either have their own internal marketing departments or they are currently satisfied with the work load they receive through their existing channels, such as Sunrise Solicitors.

Nevertheless, these can be tackled through efficient marketing. During the start-up phase of the product the company needs to focus on promotion, as they do not only have to attract clients who post jobs but also find participating law firms, which are the actual revenue-generating customers. Therefore the marketing mix for the product has to be determined precisely.

7.2 Review of the Market Situation

Having studied the product, the market environment needs to be evaluated. In chapter 6, I described the market situation on the UK market as highly competitive. This was approved by the law firms (see chapter 6.4), as they gave an insight into their evaluation of the market. All the law firms I examined were either from London or Southern England. A list can be found in the appendix.

The idea of comparing lawyers online is still quite new. Even if there are plenty of firms on the U.S. market, it seems like the idea has not raised public attention yet. Except for one of the three law firms I described in chapter 6.4 they did not consider these online platforms as relevant to their customer acquisition. Barar Associations actively uses the rating site Solicitor.info. However, when examining the webpage closely, I found a couple of lawyers who had more than 100 ratings. In most cases, I counted only a few ratings or none.

It is also remarkable that most of the lawyer procurement sites were founded during the last couple of years. This points to an increasing awareness of the need of an intervention in the market.

The majority of the competitors limited their offerings to certain target groups. Lawyerfair for instance addresses only businesses, particularly SME's. Lawyerstreet on the other hand focuses on private individuals and small businesses. Other than the target group, there are several variables a companies can focus on to fill in a niche. Solicitor.info helps clients find lawyers, and acts as a rating platform, whereas Lawyerstreet and LawSpark offer legal procurement and the comparison of personal quotes.

Another limitation of services is the fields of law offered on the website. Basically these are the areas of law the legal service market place can provide lawyers for.

The webpages I examined had different pricing models. Lawyerstreet for instance is a subscription based service. Additionally, to the monthly 25 Pounds Lawyerstreet levies 2,5% of the quote's value. Solicitor.info offers – similar to the Finnish Lakivälitys product – several options. Law firms can decide how much they want to invest in the acquisition of customers through this site. LawSpark asks for 8% of the first 12 month's income through their site, for the first 3000 Pounds or 4% of all

payments during 12 months if a lawyer earns more than 3000 Pounds through the website.

7.3 Recommendation

Based on my research I have come to the conclusion that the product Legific should not be exported to the UK market at this point. I will discuss the reasons for my decision in the following.

The motivation to expand was mainly driven by the size of the Finnish market – and not the UK market. As I mentioned in chapter. 4.3, Lakivälitys is the only product of its kind on the Finnish market and thus enjoys the benefit of having no direct competitor. However, due to the limited number of customers, the CEO of Future Lawyers describes future demand as limited. This and the innovative product led the company to their idea of expansion. Does a great business idea and the motivation to establish a product in a foreign country provide sufficient grounds to enter a foreign market?

I summarize the most significant concerns and potential benefits below:

On the one hand, the company ignores the great risk and uncertainty originating from exchange rate fluctuations. As mentioned in chapter 6.1, Finland and the UK have different currencies. The current strength of the British Pound Sterling represents an advantage for foreign companies operating on the UK market. If Future Lawyers had launched Legific on the UK market, the revenues generated in Pounds would increase their value in terms of Euros. However, a beneficial scenario can also turn into an unfavorable one once the Euro appreciates towards the British Pound. Therefore development of the exchange rate should be estimated and tracked as close as possible. Furthermore, as Future Lawyers has not yet established any regional desk in UK, one has to bear in mind potential ramp-up costs to start out in the UK, e.g. to fulfill legal requirements, guarantee proximity to its customers etc.

Another aspect is the market environment. Future Lawyers is familiar with its home market and can thus address new developments and trends fairly accurately. The UK market does not only represent a foreign market but also one with a higher degree of competitiveness than its Finnish counterpart. This is not only because of the strong reputation as a legal center, mentioned in chapter 6.1 but also due to the

significant amount of large law firms, which come to the UK from all over the world. Future Lawyers will face a great challenge to find the right customers (lawyers) on this markets but also clients, who are willing to give the Finnish company a try.

Moreover, the company does not possess any resources to encounter such severe conditions as the previously mentioned currency variations or highly competitive international markets. This is a threat as foreign market entry always represents immensely high costs for the exporting company.

On the other hand, the Finnish product Lakivälitys displays considerable strengths. It represents a unique business idea, which definitely fills in an unoccupied market niche. The establishment on the Finnish market has allowed the company to conduct a test phase. However, even if there are a lot more existing competitors on the UK market than on the domestic market, Legific has potential to thrive because of its unique product portfolio, which includes listing, reviewing and job postings. If Legific was exported with the same features as Lakivälitys, the product would offer a unique spectrum of legal services for clients and lawyers.

Furthermore, the market for legal services in the UK is by far busier than the Finnish. This can be a significant advantage when it comes to customer acquisition on behalf of law firms as well as clients. A larger market implies more need for legal services and this means more potential customers. Other than this, a high amount of law firms leads to a more intense competition and therefore the need for lawyers to look for alternatives to acquire new customers. Legific could benefit from this setting.

Finally, Future Lawyers is a young and energetic company, which could enter the UK market. Their motivation (managerial urge) could be turned into positive energy to establish and develop the product on the UK market. They distinguish themselves due to their ambitious team, consisting of law, business and technology experts. They have used the Finnish market to establish their initial product, prove that they can prevail on a market and develop new ideas.

Weighing the current pros and cons against each other, I therefore recommend Future Lawyers to continue monitoring the prospective foreign market but withhold any immediate measures involving active expansion onto the UK market.

7.4 Feedback by Future Lawyers

The purpose of this thesis was to scrutinize the expansion process for the product Lakivälitys. After studying my findings, the CEO Ville Kaituri affirmed that the

decision of not exporting the product to the UK market is plausible. He sees the current process of consolidation as the most severe argument. The merger of small law firms to larger ones with integrated marketing departments and the new options of the so called ABS's actually endanger the business model of online legal market places.

Hence Future Lawyers will now focus on increasing the traffic on their Finnish webpage lakivälitys.fi.

8. Conclusion

In this chapter I will reflect upon the thesis in four different ways. Firstly, I will look back at the research questions, secondly, I will review the topic in retrospective. Thirdly, I will reflect upon the coherence and validity of the material gathered. Finally I will state my personal benefits from writing this thesis.

8.1 Summary of the Research

The process of writing this thesis started off with formulating research questions. This chapter will review them and check if they were clarified sufficiently.

Expanding to foreign markets has become an essential consideration for companies in today's globalized world, more and more firms are becoming so called international organizations, serving customers on several different markets. There are many reasons for entering foreign markets. Firms constantly experience stimuli in their domestic market. Based on these influences they have to either act or react. However if a company has chosen to expand, it has to reflect upon some crucial aspects. There are several decisions a company has to consider when planning an expansion. In chapter 1 I mentioned a sequence, by Kotler, which shows the crucial questions of market entry. These include the general decision of going abroad, the choice of how to enter new markets or finding out about the global marketing program.

There are some preliminary considerations, a company has to become aware of before expanding. Regarding the global marketing, this includes for instance the global marketing environment with its several aspects such as the political-legal or

sociocultural environment. Besides, a company has to consider market segmentation, meaning clarifying which markets it is planning to address.

The main part of this thesis were the market entry modes. Entry strategies can be divided into three groups: Export modes, Intermediate modes and foreign direct investment. Export modes include indirect export, which is conducted with the help of an intermediary. Direct exporting companies sell products directly to customers in a foreign country. Cooperative export modes are mergers of small and middle sized enterprises, who use one export channel for their products.

Intermediate Entry modes include franchising, licensing, contract manufacturing, joint ventures. They usually feature shared control and risk and split ownership. The third option of market entry is foreign direct investment. A firm, who operates this mode seeks to control, manage or have significant influence over the foreign enterprise.

Due to my case companies feature of having an online product, I examined the role of e-commerce in market expansion. I found out that today's technology facilitates the process of addressing new markets, however, the Internet does also bring weaknesses, such as security issues.

Chapter 4 starts off with the innovative idea of online legal market places and their emerging roles on the legal service market. The relatively new system of bringing lawyers and clients together and being able to provide customers the opportunity to choose between several offers. I introduced my case product Lakivälitys, which acts as the model for Legific – the product, which will be exported to the UK market. Lakivälitys has operated on the Finnish market since 2013. Future Lawyers – the company behind Lakivälitys sees their main motivation of expanding in the small size of the Finnish market and the potential to grow on the UK market. To visualize the Finnish products internal and external threats, I created a SWOT-Analysis. It basically shows that the product has been introduced well in the Finnish market. The product distinguishes itself due to its innovative idea. However the Finnish market does not provide any opportunities to grow, due to the previously mentioned saturation of the market. At the same time, an expansion to the UK market could entail threats, such as legal and monetary barriers. The final step in Kotler's sequence of major decisions involves the global marketing program. The company has to decide about the marketing mix. The 4 P's can be described as tools and should be used to help the product generate revenue on the new market and be perceived by potential customers. The four elements; Product Price, Promotion and

Place should be well-matched. The minimum viable product of Legific will be an online search tool for lawyers. However, Future Lawyers is aiming to introduce all features of the Finnish product. The pricing model will be similar to Lakivälitys. The CEO considered to focus the firm's promotional activities on digital channels with an emphasis on Search Engine Optimization. The company will try to get lawyers, who are open to try the service and otherwise use Google AdWords and their website for the distribution of their services. Besides the marketing mix, companies also need to choose how they will organize their international marketing activities. This can be done by implementing an export department, creating an international division or becoming a truly global organization. However most companies start off with an export department.

The final part of my research was devoted to the UK market. I found out about the UK's reputation of being a center for legal affairs. Moreover, I distinguished between the different kinds of lawyers in the UK, solicitors and barristers. The UK's changes in their Legal Service Act 2007, which allows businesses such as the so called Alternative Business Structure, which opened up the legal service market. Besides the current trend on the UK service market is consolidation, which is a threat to products like Legific, which focus on small law firms. Chapter 6.2 revealed the massive competition on the UK legal service market. As there are plenty of law firms on the UK market, the idea of establishing online legal market places has also been implemented there. I examined five potential competitors, which focus on different niches. I found out that the concept on online legal service market places has not been fully perceived by the public yet. This was confirmed by three law firms, which I asked about their perception of the UK legal service market and their acquisition of new customers. It became apparent that most law firms still use referral as their main way of gaining new customers.

With the input of my research, I came to the conclusion that Legific should not be introduced to the UK market at this point.

Foreign market entry is a relevant topic for businesses. As the world becomes more and more connected and therefore increasingly dependent on each other, I would describe expansion strategies as a necessary tool – even for smaller companies.

8.2 Critical Review

Writing this thesis has been an interesting experience. It definitely influenced the way I perceive international trade. The following paragraphs will provide information and personal thoughts about the process of writing the thesis in hindsight.

Firstly, I believe that I managed to structure the theoretical framework well and in a comprehensible way. I concentrated on describing the process of entering foreign markets. When I gathered material for the theoretical part, I tried collecting different strategies and views of various authors. I actually had a hard time, to decide which theories were crucial for the process. In the end, I am satisfied with the overall outcome of the structure. When looking at the thesis as a whole I consider that the reader recognizes the coherence of the chapters will be able to form an opinion about this topic.

Secondly, regarding the practical part, I was staggered about the low degree of feedback I received, when I tried to communicate with the firms on the UK market. I do realize, that there are several reasons for this. One might be the fact that I couldn't be there locally and talk to the law firms or competitors in person. When I think about this, I have to admit that as a CEO of a company, I probably would not give out information to a stranger over the internet. Moreover, after I got a better picture of the UK market, especially during my theoretical research, I would ascribe the limited replies to the highly competitive market. Companies might prefer to keep quiet about their customer acquisition and marketing. Another reason might be that the business model of an online legal market place is not fully perceived by the society. Most people – even law firms – are still precarious, when it comes to legal services.

Moreover, I conducted an experiment, where I tried to test the services offered by the competitors. Unfortunately I wasn't able to collect enough valuable information to use in this thesis. I invented a case, in which I wanted to dismiss an employee. Most of the sites requested specific information. Lawyerfair for instance asked for the LinkedIn page of the business, whereas LawSpark blocked my IP address as I didn't reply to the quotes.

However the previously mentioned problems affected my practical part tremendously. In a further study, I would change my approach to the practical part. As already mentioned, the main problem has obviously been the geographic distance, though, I could have selected different respondents. After studying the

legal service market in general, I came to the conclusion that it is not only the law firms, who are suspicious about online legal market places but also their clients. Therefore I would change the strategy of conducting the practical part. My target group should have included not only law firms and competitors but also the clients, who will use the online legal market places for free. If clients know about this business model and its benefits, they are more likely to use it and therefore law firms will deviate from the traditional way of acquiring customers. Having this in mind, I would have gotten a broader view of the market. At the same time, I have to recognize, that it would have also been hard to find clients, who would be open to respond to questions, regarding this topic. At the bottom line, the biggest challenge within this thesis was the practical part, particularly my approach to interact with people on the UK market.

8.3 Reliability and Validity

The results and findings of a thesis should be reliable and credible. This is especially important, when it comes to qualitative research methods for assignments and real-life cases. Kananen (2013, p. 177) states that the conclusion of a thesis should be correct, reliable and credible as for the results of all research. In research activities one measure of how good it is, a general concept for the term reliability is used. Reliability also measures the quality of the work. The Association for Qualitative Research (AQR, n.d.) defines reliability as “the repeatability of a particular set of research findings; that is, how accurately they would be replicated in a second identical piece of research”. Besides, Kananen (2014, p. 177) points out that scientific methods and their correct use including the credibility of the information that is available for use are the foundation pillars of scientific research.

He adds, that conducting credibility evaluation is far more difficult in qualitative research. This can be ascribed to their formation in the natural sciences from where they have been adopted for social sciences. A human being does not always perform in the same manner and rationality is often far with chances influencing a phenomenon. A human being is a unit that thinks and feels, and who may change his/her views without any reason. (Kananen, 2013, p. 189)

In my opinion, the overall validity of this research is good. The content of the interviews could have been more significant. I have contacted about 60 law firms

and four competitors directly and received three answers. However, the replies I got were significant and informative. The additional comments I received by the three respondents were crucial for the further analysis of the UK market and influenced my views on the market situation. Of course they do not represent the entire UK market, but they opened up a window to the legal service market.

8.4 Reflection

With this thesis I complete the theoretical part of my business study program. As already mentioned I chose the topic out of personal interest to market entry, expanding and the global market. My curiosity about this subject hasn't changed throughout writing this thesis. However, I do perceive the complexity of the process of entering foreign markets in a different way. I do realize, that it is a highly sophisticated field which includes much more than just the marketing aspects.

While writing this thesis, I also gained personal knowledge about my way of working. I found out that it can be helpful to schedule breaks in the time table. This does not only help to reflect upon the written content but also facilitates to get new ideas, make changes concerning the grammar or the diction. At some point I took a week off to get a clear picture of my thesis and rearrange certain structures. This was extremely beneficial, while I was working on the practical part. Looking at the outcome, I am of the opinion that my thesis includes properly written, fairly balanced content.

Besides I challenged myself to work on a topic, which helped me think out of the box. As I was not informed about legal businesses, especially not in the UK, it took me quite some time to delve into the topic and understand what my case company is actually about. In the end, I gained a lot of knowledge, not only about business topics but also about the legal issues.

I was startled about the limited information available on this topic. Finding competitors on the UK market was challenging because most of the large law firms exercise dominant marketing. Therefore I spotted most of the competitors through social media sites, especially through YouTube.

Throughout the writing process, I was able to change some working methods. The most significant component was the structure of my thesis. It took me quite some

time to cast the final version of the table of contents. Still, having gone through these difficulties, I learned that the Pareto Principle, the 80/20 rule can also be applied to activities such as writing a thesis.

“Pareto's Principle, the 80/20 Rule, should serve as a daily reminder to focus 80 percent of your time and energy on the 20 percent of your work that is really important. Don't just "work smart", work smart on the right things.” (Reh, n.d.)

In retro perspective, the intensive analysis of the structure helped me through the thesis.

As this is the first academical paper, I have been writing so far, I am not only proud of the content I produced but I also believe that it rounded up my studies well.

Summing up, through this thesis, I had the opportunity to conduct a theoretical and practical research, critically analyze my findings and state my personal opinion on the topic.

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Appendices

Appendix 1

E-Mail Conversation with Law Firms

Jonathan Budge; Healys:

Dear Raisa,

I hope you are well?

In response to your questions:

- How do you get new customers? / Which channels do you use?

We get new customers through a multiple amount of sources;

Website, Business Development, Advertising, Referrals

Most of the main channels we use are:

Print, Online Advertising and SEO, Direct Marketing, Email Marketing, Networking, Social Media

- Do you market your services online other than through your website?

Yes we use Google AdWords, we have a separate Microstie for our personal injury department. We also have a number of other partners that advertise on their website. We also have Legal 500 and Chambers and Partners that are legal directories and they rank law firms and lawyers.

- Would you be willing to pay a fee for easily getting new customers?

There have been a lot of changes in the Legal market in the UK. A few years ago most law firms would pay a fee to get a client. But there have been changes that now State if I use somebody else to get my client and I pay that person a fee, I have now by Law have to tell the client the fee and that I paid it.

A lot of referrers, especially international referrers, don't want it known that they receive a fee. Also a number clients might be turned off by finding out that we paid a fee.

So most law firms now tend to not to bother with this anymore. But you will always find law firms willing to pay the fee.

- What do you think about online legal service market places?

It's certainly growing and you will find all the major Law Firms using online media. You will find that the big firms will have specific people in just to do their social media/digital marketing.

So in the major cities you will find social media on the increase. In the minor cities you won't find small medium firms using it. As they don't tend to have the budget/time to employ or do it themselves.

But it certainly works. My previous firm had a number of clients from Twitter/Linkedin/Facebook.

You will find that these small medium firms recognize that they need Google Adwords and SEO but don't tend to know how to use it. They often get ripped off by companies promising results but because they don't really know what they are doing, they simply pay the fee and accept it.

But you will find law firms and all professional services firm increase their usage in online marketing.

Hope that helps

Jon

From: Reception
Sent: 03 March 2015 08:52
To: Jonathan Budge
Subject: FW: Bachelor Thesis

Hello Jonathan

Can you help with this?

Thanks Pippa

Reception

Healys LLP

8 & 9 Old Steine
 Brighton
 BN1 1EJ
 United Kingdom

DX: 2702 Brighton 1
Switchboard: ++44 - (0)1273 - 685 888
Fax: ++44 - (0)1273 - 685 454

Email: reception@healys.com
Website: www.healys.com

From: Raisa Katharina Ahmad [<mailto:raisakatharina.ahmad@gmail.com>]
Sent: 02 March 2015 20:53
To: Healys_Brighton
Subject: Bachelor Thesis

Dear Ladies and Gentlemen,

I am a business student studying at the Novia UAS in Finland. I am currently writing my final thesis about legal market places in the UK. While researching for lawyers, I found your website!

I would have a couple of questions regarding online marketing and legal market places in the field of legal services.

- How do you get new customers? / Which channels do you use?
- Do you market your services online other than through your website?
- Would you be willing to pay a fee for easily getting new customers?
- What do you think about online legal service market places?

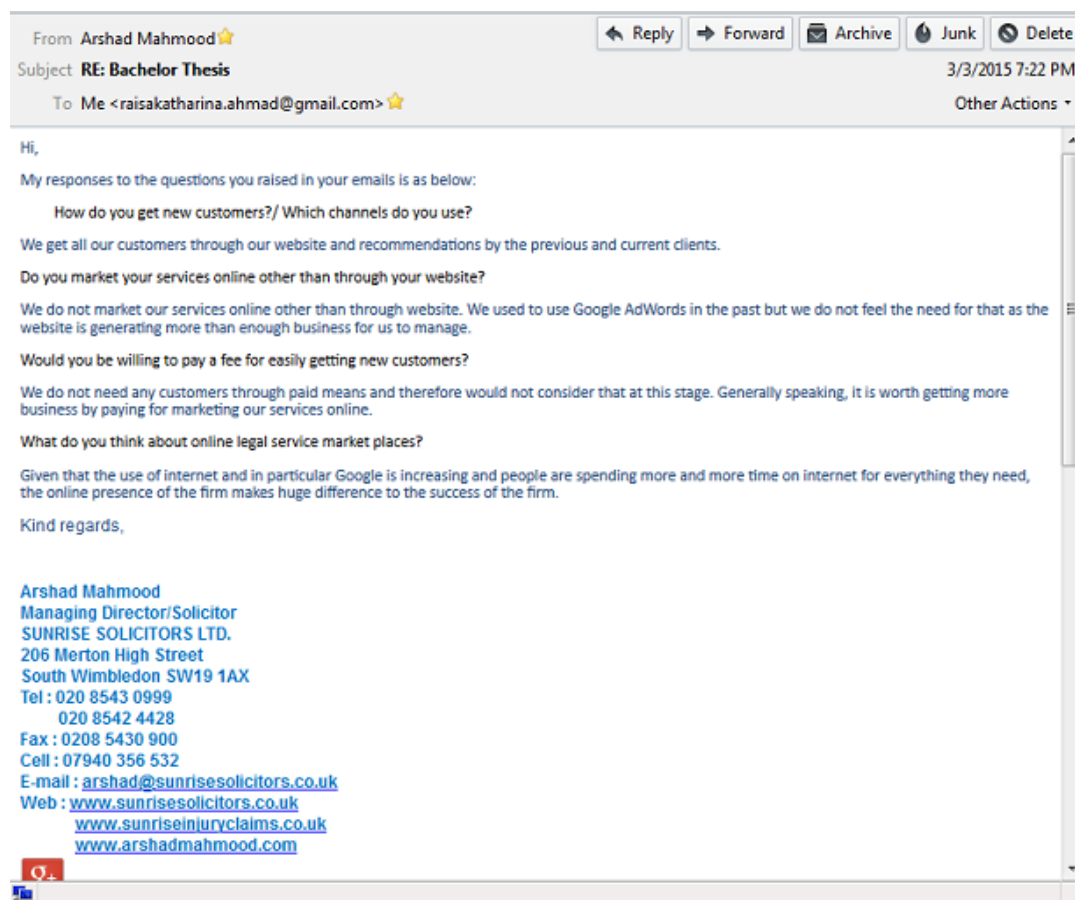
It would really help me if you'd answer the questions.

I would be happy to hear from you soon!

Thank you in advance!

Raisa Ahmad

Arshad Mahmood; Sunrise Solicitors:



Pam Barar; Barar Associates:

From: Pam Barar <pam@bararassociates.co.uk> ☆
 Subject: RE: Bachelor Thesis
 To: Me <raisakatharina.ahmad@gmail.com> ☆
 3/2/2015 11:21 AM
 Other Actions ▾

Reply Forward Archive Junk Delete

From: Raisa Katharina Ahmad [mailto:raisakatharina.ahmad@gmail.com]
Sent: 01 March 2015 18:47
To: Pam Barar
Subject: Bachelor Thesis

Dear Ladies and Gentlemen,

I am a business student studying at the Novia UAS in Finland. I am currently writing my final thesis about legal market places in the UK. While researching for lawyers, I found your website!

I would have a couple of questions regarding online marketing and legal market places in the field of legal services.

- How do you get new customers?/ Which channels do you use? – **Mainly through recommendation/referral.**
- Do you market your services online other than through your website? – **We are running a PPC/SEO to try and attract new clients.**
- Would you be willing to pay a fee for easily getting new customers? – **Yes and have done so in the past.**
- What do you think about online legal service market places? – **Quite competitive.**

It would really help me if you'd answer the questions.

I would be happy to hear from you soon!

Thank you in advance!

Raisa Ahmad

No virus found in this message.
 Checked by AVG - www.avg.com
 Version: 2014.0.4800 / Virus Database: 4257/9208 - Release Date: 03/01/15

Appendix 2

Law Firms Contacted as Potential Customers:

Company	Field of Specialization	Contact Person	E-Mail	Webpage	Phone
A City Law Firm	several - see webpage		enquiries@acitylawfirm.com	http://www.acorporatelawfirm.com/index.php	(44207) 426-0382
Arshad Mahmood (Sunrise Solicitors)	several - see webpage	(leading director of sunrise solicitors)	rana@arshadmahmood.com	http://www.arshadmahmood.com/	(44208) 543-0999
Arthur Cox	several - see webpage		london@arthurcox.com	http://www.arthurcox.com/	442078320200
Baker Small Solicitors	several - see webpage		admin@bakersmall.co.uk	http://www.bakersmall.co.uk/	(44190) 824-6020
Barar & Associates	Immigration	Pam Barar	info@bararassociates.com	http://www.bararassociates.com/	(44207) 487-8370
Beckett Solicitors LLP	Family law, divorce		enquiries@beckettllp.com	http://www.beckettllp.com/	(44163) 426-3774
Berwin Leighton Paisner	several - see webpage		law@berwin.co.uk	http://www.berwin.co.uk/	(44142) 350-9000
Blavo & Co Solicitors	several - see webpage		enquiries@legalblavo.co.uk	http://www.legalblavo.co.uk/	(44207) 025-2020
Bookers and Bolton Solicitors	several - see webpage		enquiries@bookersandbolton.co.uk	http://www.bookersandbolton.co.uk/	(4414) 208-2881
Bowling & Co Solicitors	several - see webpage		info@bowlinglaw.com	http://www.bowlinglaw.co.uk/	+44 20 8221 8000

Burges Salmon	several - see webpage	Elspeth Wales	elspeth.wales@burges-salmon.com	http://www.burges-salmon.com/	(44117) 939-2000
Camilla Baldwin	Divorce, Family Lawyer		info@camillabaldwin.com	http://www.camillabaldwin.com/	(44207) 409-1133
Cavendish Legal Group	several - see webpage		enquiries@clglaw.com	http://www.clglaw.co.uk/	(44207) 016-3016
Charles James & Co Solicitors	several - see webpage		enquiries@jlaw.com	http://www.jlaw.co.uk/	(44207) 060-2700
Clintons	several - see webpage		info@clintons.co.uk	http://www.clintons.co.uk/	(44207) 379-6080
Clive Ashman Solicitor	several - see webpage	Clive Ashman	only online form available	http://www.cliveashman.com/	(44144) 320-3290
CohenCramer	several - see webpage		enquiry@cohencramerpi.co.uk	http://www.cohencramer.co.uk/	(44113) 244-0597
Coleyandtilley	several - see webpage		enquiries@coleyandtilley.co.uk	http://www.coleyandtilley.co.uk/	(44121) 643-5531
Cripps	several - see webpage		contact@cripps.com	http://www.cripps.co.uk/	(44189) 251-5121
Cruickshanks Solicitors	several - see webpage		email@lawco.co.uk	http://www.lawco.co.uk/	(44207) 487-4468
Danielle Cohen Immigration Law Solicitors	Immigration		danielle.cohen@daniellecohen.co.uk	http://www.daniellecohenimmigration.com/	(44207) 267-4133
DMH Stallard Incorporating AWB partnership	several - see webpage		info@awb.co.uk	http://www.awb.co.uk/	(44148) 330-2345
Drukker Solicitors	several - see webpage		solicitors@drukker.co.uk	http://www.drukker.co.uk/	(44207) 353-1770

Duncan Lewis	several - see webpage		ainak@duncanlewis.com	http://www.duncanlewis.co.uk/	(44207) 923-4020
Edwin Coe LLP	several - see webpage		marketing@edwincoe.com	www.edwincoe.com	(44207) 691-4000
Freemans Solicitors	several - see webpage		info@freemanssolicitors.net	http://www.freemanssolicitors.net/	(44207) 535-1335
Garden Stirling	several - see webpage		smulligan@gsbsolicitors.com	http://gsbsolicitors.co.uk/	(44136) 886-2376
Gray Hooper Holt LLP Solicitors	several - see webpage		info@grayhooperholt.co.uk	http://grayhooperholt.co.uk/	(44144) 441-1333
Grayfords	Family law		info@grayfords.co.uk	http://grayfords.co.uk/	(44800) 222-9500
Guy Clapham & Co. Solicitors	several - see webpage		av@guyclapham.com	http://www.guyclapham.com/	(44207) 935-1095
Hanne & Co	several - see webpage		info@hanne.co.uk	http://www.hanne.co.uk/	(44207) 228-0017
Healys LLP - London	several - see webpage	Jonathan Budge	brighton@healys.com	http://www.healys.com/	(44127) 368-5888
Hopkins Solicitors	several - see webpage		info@hopkins-solicitors.co.uk	http://www.hopkins-solicitors.co.uk/	(44115) 906-8078
iLaw	several - see webpage		justin.ellis@ilaw.co.uk	http://www.ilaw.co.uk/	(44207) 489-2059
J. Andrews Solicitor	Immigration	Jasmina Andrews	ja@jandrewssolicitors.co.uk	http://www.jandrewssolicitor.co.uk/	(44709) 287-9978
JCP Solicitors	several - see webpage		law@jcpsolicitors.co.uk	http://www.jcpsolicitors.co.uk/	(44179) 277-3773
Joanna Toch - Family Barrister	Family Barrister	Mr. Hammond	p.hammond@lambbuilding.co.uk	http://joannatoch.com/	(44207) 797-7788

Keystone Law	several - see webpage		enquiries@keystonelaw.co.uk	http://www.keystonelaw.co.uk/	(44207) 152-6550
Lex Meridian	several - see webpage		info@lexmeridian.com	http://www.lexmeridian.com/	(44208) 123-9999
Lighthouse Solicitors	several - see webpage	Fawzi Zuberi Rizwan Mirza	enquiries@lhlegal.com	http://www.lhlegal.co.uk/	(44203) 170-7588
Lockharts Solicitors	Health Care Solicitors		csd@lockharts.co.uk	http://www.lockharts.co.uk/	(44207) 383-7111
Malik Law Solicitors	Immigration & Human Rights		info@maliklaw.co.uk	http://www.maliklaw.co.uk/	(44203) 489-0430
Mark and Co Solicitors	Conveyancing, Wills, Probate		info@MarkandCoLawyers.co.uk	http://www.markandcolawyers.co.uk/	(44208) 920-9999
Maxwell Hodge Solicitors	several - see webpage		info@maxweb.co.uk	http://www.maxwellhodge.co.uk/	(44800) 694-6660
NBK Solicitors	several - see webpage		mail@nbksolicitors.com	http://www.nbkohisolicitors.com/	(44208) 349-8198
Oldbailey Solicitors	Criminal		info@oblaw.co.uk	http://criminallawyer.co.uk/	(44144) 444-3553
Oliver Fisher	several - see webpage		advice@oliverfisher.co.uk	http://www.oliverfisher.co.uk/	(44203) 219-0145
PeterBrown Solicitors	several - see webpage		info@peterbrown-solicitors.com	http://peterbrown-solicitors.com/	020 8447 3277
RadcliffesLeBrasseur	several - see webpage		info@rlb-law.com	http://www.rlb-law.com/	(44207) 222-7040
Renney and Co	Employment		info@renneyandco.com	http://www.renneyandco.co.uk/	(44122) 547-1129

Rothera Dowson	several - see webpage		enquiries@rotheradowson.co.uk	http://rotheradowson.co.uk/	(44800) 088-6018
Routh Clarke Solicitors	several - see webpage		mail@rcsolicitor.co.uk	http://www.rcsolicitors.co.uk/	(44193) 582-3883
Russels Solicitors	several - see webpage		media@russels.co.uk	http://www.russellslaw.co.uk/	(44207) 439-8692
Salinger Solicitors Notary Public	several - see webpage		office@salingernotary.co.uk	http://www.salingernotary.co.uk/	(44207) 937-8524
Silverman Sherliker	several - see webpage		mail@silvermansherliker.co.uk	http://www.silvermansherliker.co.uk/	+44 (0)20 7749 2700
Sunrise Solicitors	several - see webpage		enquiries@sunrisesolicitors.co.uk	http://www.sunrisesolicitors.co.uk/	(44208) 543-0999
Wiseman Lee Solicitors	several - see webpage		info@wiseman.co.uk	http://www.wiseman.co.uk/	(44208) 215-1000
Zaidi Solicitors	Immigration		info@zaidisolicitors.co.uk	http://www.zaidisolicitors.net/	(44207) 416-6673
Zaiwalla & Co Solicitors	several - see webpage		info@zaiwalla.co.uk	http://www.zaiwalla.co.uk/	(44207) 312-1000

Law firms printed in bold and purple are located in London