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**Moving from B2C Markets to B2B Markets  
to Increase Competitiveness**




Bachelor's thesis

International Business

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Clarification of signature



VALKEAKOSKI  
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ABSTRACT

The aim of this thesis is to write an action plan for business-to-business markets for the commissioning company, which requested to remain anonymous. The company is a small-scale Finnish company, which mainly offers services to individual customers, but is interested to look into the business sales as well by offering companies active relaxation day packages. The company operates both in Valkeakoski and Sappee, and the nature of its business is highly seasonal, emphasizing on the summertime.

The objectives of this thesis are to research the theoretical information there is about B2B and B2C marketing and sales from published literature, to conduct a quantitative survey, to conduct a research online about the competitors and possible future cooperation partners of the commissioning company and to apply all the information gotten into an action plan which is of use to the commissioning company.

The theoretical information of this thesis is gotten from published literature, both paper publications and online publications. Authors such as Kotler, Rope and Hutt and Speh are cited in the theoretical part.

There are multiple possible cooperation partners in the area where the commissioning company operates that offer different kinds of activities, and multiple potential customer companies. The commissioning company could consider companies from all over Finland as possible customers, but it should first start with local companies to test the idea.

Companies much rather get things ready-made than do them themselves, which means that the commissioning company should put together the relaxation days for the customers including transportation and such. It amounts to a lot of work, and whether the commissioning company needs to hire a new employee for the job is a question worth considering.

**Keywords** B2B marketing, B2C marketing, business markets.

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## TIIVISTELMÄ

Tämän opinnäytetyön tarkoitus on laatia toimintasuunnitelma toimeksi antavalle yhtiölle. Yhtiö on pieni suomalainen yhtiö, joka tarjoaa suurimaksi osaksi palveluita yksityisasiakkaille, mutta on kiinnostunut laajentamaan toimintaansa myös yhtiöille tarjoten näille työkykyä ylläpitäviä toimintapaketteja. Yhtiö toimii sekä Valkeakoskella että Sappeessa, ja yhtiön toimiala on hyvin kausiluontoinen painottuen kesäaikaan.

Opinnäytetyön tavoitteina ovat tutkia olemassa olevaa kirjallista informaatiota B2B- ja B2C-markkinoinnista, tuottaa kvantitatiivinen kysely, tehdä tutkimus toimeksiantajan kilpailijoista sekä mahdollisista yhteistyökumppaneista ja sisällyttää saatu tieto toimintasuunnitelmaan, josta on hyötyä toimeksiantajalle.

Teoreettinen informaatio on saatu julkaistusta kirjallisuudesta, sekä Internetistä että paperijulkaisuista. Kirjailijoiden, kuten Kotlerin, Ropen ja Huttin ja Spehin teoksia siteerataan teoriaosuudessa.

Toimeksiantajalla on alueellaan paljon mahdollisia yhteistyökumppaneita, jotka tarjoavat toiminnallisia aktiviteetteja. Lisäksi on monia potentiaalisia asiakasyhtiöitä. Toimeksiantaja voisi pitää yhtiöitä kaikkialta Suomesta mahdollisina asiakkaina, mutta sen tulisi ensin aloittaa paikallisilla yhtiöillä testatakseen idean toimivuuden.

Yhtiöt mieluummin hankkivat asiat valmiiksi tehtyinä kuin tekevät ne itse, mikä tarkoittaa sitä että toimeksiantajan tulisi itse luoda asiakkailleen työky-päivän ohjelmat ruokailuineen ja kuljetuksineen. Tämä teettää paljon työtä, ja sitä, pitäisikö toimeksiantajan palkata henkilö suorittamaan tätä tehtävää, kannattaa harkita.

**Avainsanat** B2B markkinointi, B2C markkinointi, yritysmyynti.

**Sivut** 27 s. + liitteet 3 s.

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Appendix 1 A Starting list of possible future company customers

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## 1 INTRODUCTION

### 1.1 Background Information

The world is in a constant state of change. Politics change, everyday norms change, even fashion changes. Due to this ever-moving, twisting and turning way the world works, the commercial world is changing continuously alongside it. As people change their ways of consuming according to the present state of the world, businesses need to follow and adjust their ways of working to the demands presented to them. Currently consumers are evolving into more conscious and ethical beings than they have ever been before, which amounts to a big load of stress on the companies of today. Consumers value transparency highly, and if there is a place for blame in the operations of a company, it will be noticed and loudly pointed out.

In addition to the struggle companies face with high demands from the public they still have to compete with each other too. The need to be more and more innovative and to stand brightly out of the crowd is great and creates big amounts of pressure. More companies arise almost on a daily basis and the struggle to keep customers and not to lose them to competitors is a struggle for each and every one. All businesses are trying to come up with new strategies to both keep their existing customers and possibly acquire new ones too.

In this thesis the main point is to figure out a new way to boost sales of the commissioning company. The company in question is a relatively small-scale company operating in Finland. The company offers services mainly to individual customers, but is now looking into expanding to business markets as well.

### 1.2 Commissioning Company

The commissioning company of this thesis requested to remain anonymous. The management of the company feels that they might be giving away valuable information to their rival companies and therefore preferred to keep their name unsaid.

The commissioning company of this thesis is located in Southern Finland. It has two locations at the moment- one in the city of Valkeakoski and the other in the town of Sappee. It started operating in Valkeakoski in 2010 and since then has done business under two different names. The nature of their operations is very seasonal and the main operations and actions happen during summertime. This year the company has expanded its operation wider than during the prior years, to another location in Sappee in addition to the already existing one in Valkeakoski, which has been causing some stress and additional work in the company and its employees.

The commissioning company can be classified as a small-scale company. Due to its seasonal nature, the company does not have a consistent number of employees throughout the year, and hires most of the staff for the summertime only. During the peak months from May to August the company employs less than thirty. During the wintertime the company employs only two or three people. Also the revenue stream of the company is not consistent year round since most of the profits are made during the summertime.

During the summer of the year 2016 the commissioning company served a little less than 33 000 customers. During 2015 and 2014 the sales figures were not so high, greatly due to poor weather conditions. In 2013 then again the sales were on the same level as in 2016. The commissioning company is actively seeking out ways to enhance their sales and to get more customers. Now they have come up with the idea of adding some activities to the ones they already offer to their customers. This would require cooperation with other local companies and entrepreneurs.

### 1.2.1 The Current Situation with Marketing and Sales

The sources of revenue for the commissioning company are mainly ticket sales, both for individual customers and large groups. Other revenues come from advertising; the commissioning company offers advertising space on site for other companies and also in the publications of the company. The company sells the tickets both in its own office which is located in the city-centre of Valkeakoski and it also utilizes the services of another company, which operates nation-wide and sells tickets to multiple events year round. The tickets sold through that other company are only for individual customers. All the group sales are done through the commissioning company's own office.

The marketing efforts of the commissioning company are concentrated in online marketing and local newspaper marketing. The company has a Facebook page and an own Internet website. The Facebook page is a medium used mostly for humorous or recent updates and lotteries, while the Internet page is a more serious medium that has all the relevant and important information about the company's location, their prices and so forth. The Facebook page is updated most often during the summertime and pictures of the workers and funny situations that have occurred are used for example to catch the attention of the target audience. The company has paid advertisements in a few local newspapers during the summertime, but also news stories are made out of it to the papers. The company even made it to the nation-wide television news in 2014. In addition to Internet and print media, the company makes appearances in a few trade fares and exhibitions during spring time to bring more visibility and to gain possible new customers. Some of the other marketing ways are road side commercials around the town it operates in and also a voice advertisement in the local football field.

What must be mentioned also is that the company enjoys a lot of buzz marketing, or word of mouth. This means that the customers are very likely to share their experiences with their friends and family members, or even write their own reviews online. This can be both a good or a bad thing. This type of marketing is cheap and effortless for the company itself and carries far, but if the customers' opinions are negative, it might take a big cut out of the sales. But then again if the opinions are positive, it will most likely increase the sales.

The field where the commissioning company operates in is such that customers quite rarely return during a business year, unless they are very extremely happy with the value they got for their money, but the loyal ones do return annually. In other words, the customers return once a year, during the summer time when the season is. This creates an issue when thinking about revenue streams and customer loyalty. The experience the customers get when they use the services of the company have to always be at a top level, since they only visit once a year, or the customer might not return again. And due to the infrequent nature of the purchases the customers make in the company, it is hard to consolidate a badly served customer's opinion of the company and its services. This way of the company's operation also creates stress for the acquirement of new customers. There are a few big competitors that operate in the same area of business, though in different cities, and they are the main reason – excluding the weather – why customers might not return the next year.

As mentioned in the last paragraph, the weather is a big variable in the business' operation. Some weather-sensitive customers would rather not come if there is a chance of rain or the weather is cold. So, if summers have bad weather, it can make a big cut on the company's revenue.

### 1.2.2 Adding Business Sales Features

The goal for any company is always to boost sales. Especially during the economically unstable times of today the question of bringing in more cash is in the minds of all business people, and households as well.

The goal of the commissioning company is to add to its sales, since the past few summers with bad weather conditions have taken a toll on the visitor numbers, even though in the summer 2016 sales rose once again. The same can be seen in all companies working in the same field across Finland, and the struggle is the same for all companies that arrange open air shows. Weather conditions unfortunately are uncontrollable, and therefore other new ways to boost the sales must be considered.

The commissioning company got an idea of starting to target more business customers. Now most of the sales go to individual customers, and only a little over sixteen percent of the sales are so called group sales, which include groups of at least thirty people. Most of these groups are organizations and other companies. The commissioning company now wants to possibly start targeting these groups more by offering them functional

packages to spend relaxing days together as a working community. To make this possible, the commissioning company would need to do a cooperation with other local companies and entrepreneurs that offer different kinds of activities and services, such as museum visits, lake cruises, outdoor games, sauna evenings and such.

In this thesis the author tries to figure out what kind of companies there would be in the surroundings of the commissioning company that could be considered as possible future cooperation partners and what kind of companies and from where would it be sensible to target as future customers, and is it even a possibility to do so.

### 1.3 Research Question and Objectives

The research question of this thesis is: “How should a partial transition from B2C to B2B marketing be executed in a small Finnish company to increase sales?”

The objectives of this thesis are:

1. To describe and analyze the differences between B2B and B2C markets
2. To describe and analyze the current market and competition situation
3. To describe and analyze potential partners and opportunities
4. To give recommendations on how to proceed

### 1.4 Research Methods

The first research method used while conducting this thesis is getting theoretical information from published literature, both through paper publications and online publications. Authors such as Kotler, Rope and Hutt and Speh are cited in the theoretical part. Another method is to conduct a survey which is published online to a large audience. The results of that survey will be used when making a plan for the commissioning company. In addition, a research will be made online of the commissioning company's competitors and possible future cooperation partners. The information gotten from the research will be also applied to the marketing plan and backed up with the theoretical background. In addition to these methods, because being requested by the commissioning company, a list of possible future business clients will be made and added to the thesis.



## 2 THEORETICAL BACKGROUND – CONSUMER AND BUSINESS MARKETS

### 2.1 Consumer Markets

Consumer markets are markets consisting of individual, non-business consumers. These markets include individual people, families, groups of friends and so on. When conducting marketing for consumer markets, there are several important factors a marketer must take into consideration in order to succeed with their marketing efforts.

#### 2.1.1 Consumer Behaviour

The first and foremost aspect in consumer markets to take into account is consumer behaviour. There are multiple characteristics that affect the buying behaviour of people. Cultural factors like values, norms and roles stem from the culture a person has grown up and lives in. These attributes usually stay with the person throughout their life. It is crucial for marketers to be able to predict any changes in the culture, and thus be able to respond in time with suitable new innovations. Good examples of past shifts are the growing usage of internet and all the social media, internet marketing and such that have risen with it, and the trend of having a healthy lifestyle which brings ever-growing markets for exercising equipment, health foods and so on. Under larger culture groups are sub-cultural groups or subcultures. Kotler defines these as ‘groups of people with shared value systems based on common life experiences and situations’. These subcultures make important market segments. (Kotler, 2008: 238-242)

Social class is another attribute to consumer behaviour, and for the misfortune of marketers it varies quite substantially around the globe, and therefore no international social class standards apply. Social factors like groups and family are some core influencers in people’s buying behaviour, since all people belong to several groups either by choice or by being born into them. These groups where people can’t really affect their belonging are called primary groups and the interaction with these groups is regular, yet informal. Examples of these groups could be a person’s family, friends, neighbours or co-workers. Furthermore, the groups where a person belongs to by choice are called membership groups, and these can be for example a swimming class or other golf club members. Groups are very important when making buying decisions, especially for expensive high involvement products. Word of mouth or hype type of marketing often occurs between group members when one recommends a product to others. (Kotler, 2008: 244-246)

The most influential group however is family. Kotler introduced a concept of family orientation, which means that parents influence their children from early age and give them the basis for political, religious and economical thinking, which will be the core foundation of those children’s behaviour. Family is the most important buying organization. And in addition to the knowledge and attitudes which come from the parents, a person has

their own personal factors, like age, life style, occupation, economic circumstances and personality which affect their buying behaviour. (Kotler, 2008: 247-248, 250)

### 2.1.2 Buying Roles and Behaviour

There are several different actors in a buying process, and they have their different distinctive buying roles. These are usually people from the same group who affect the buying decision of one of their peers. Kotler defines these roles as such:

*‘Initiator: the person who first suggests or gives an idea of buying a product*

*Influencer: a person who has an experience or opinion of the product and shares it with the potential buyer*

*Decider: the person who eventually makes the decision of buying the product and the place where it is bought*

*Buyer: the person who makes the actual purchase*

*User: the person who consumes or uses the product that was bought’ (Kotler, 2008: 248-249)*

Buying behaviour differs greatly depending on the type of product that is about to be bought. For cheaper products the buying behaviour is greatly different when compared to more expensive, high-end products. Also it makes a difference whether there are significant differences among different brands of the same type of product and whether the product is a high involvement product or not. The following table shows the different types of buying behaviour and how they are categorized according to the level of involvement and the amount of brand difference. (Kotler, 2008: 261)

	High involvement	Low involvement
Significant differences between brands	Complex buying behaviour	Variety-seeking buying behaviour
Few differences between brands	Dissonance-reducing buying behaviour	Habitual buying behaviour

Table 1 Buying behaviours, Kotler, 2008: 262

When there is high involvement in the purchase and in the product itself and also often when the product is very self-expressive, costly, a risky one or not purchased very often, the buying behaviour occurring is called complex buying behaviour. In a typical situation the product is complicated and the consumer does not know much about it beforehand, and therefore has a lot to learn about the product itself but also about the product category as a whole. A good example of complex buying behaviour is when a person is considering to buy a new computer. The buyer first has to undertake a learning process, find out facts about the products that are in that category and in comparison, and then put a lot of thought into the purchase. For marketers on the other hand it is important to understand the need of knowledge the consumers have about high involvement products and to offer that information for them. The marketers are in a key role to help the consumers learn more about the products and make a buying decision. It is also important for marketers to differentiate products well. (Kotler, 2008: 262-263)

Dissonance-reducing buying behaviour occurs when a consumer is buying a high-involvement, risky or an infrequent product, but don't really see much difference between the different brands. A good example of a product would be wallpaper, since there are many similar choices available and the product is quite highly self-expressive. There can arise potential after-sales discomfort when the customers hear favourable things about some other wallpaper product or find out that the wallpaper they chose wasn't exactly to their liking after all. It is important for the marketer to take care of the customers not only pre-sale but also post-sale, and this way potential discomforts can be reduced or even avoided. Usually what makes the buying decision is convenience, meaning that the product is found in a store nearby or that the product has a good price compared to other similar ones. (Kotler, 2008: 263)

Habitual buying behaviour is the most likely occur when the consumer involvement is low and there is not much brand difference. Consumers have low involvement with most cheap and frequently purchased products, for example milk. There is little to none research done about the product pre-purchase, and the customer usually always goes for the same brand. This is not much a brand loyalty question, but rather a question of a habit. The purchase decision is not made as a result of long-time information search, but rather consumers see advertisements on adds and choose the brand that sounds familiar. Another attribute is price. If the products seem similar, their price is usually the key factor and consumers go for the cheapest one. When marketing low-involvement, low-brand difference products, it is important to do advertising that easily sticks to the consumers' minds and creates familiarity among them. (Kotler, 2008: 263)

The products with which variety-seeking buying behaviour is undertaken by customers are low-involvement and with significant brand differences. Consumers are very likely to do brand switching, not because the brands they have previously used are not good, but rather out of boredom or the will to try something different. For example, chocolate is a product that evokes variety-seeking behaviour in customers. There are many brands in

the shelves of stores and therefore there is a lot to choose from. The manufacturers of the bigger brands tend to dominate the shelf and advertising space and the newer brands lure new customers with price offers, coupons, samples and advertising that makes customers want to try something new. (Kotler, 2008: 264)

### 2.1.3 Decision Process

When making a buying decision, a consumer goes through a process which includes multiple different factors they consider before they actually purchase the product. A marketer cannot affect many of these factors, but they can be used in the marketing efforts as a benefit if the marketer is aware of them. And they can be used also as a tool to identify potential customers. Firstly, the process of forming a purchase decision starts with a need recognition. The potential buyer realized that they have a need for something or a problem. This need can be triggered by internal stimulation, for example hunger or thirst, or external stimulation, for example the realization that the neighbour has a better lawn mower and the person needs one himself also. Marketers need to figure out what sort of things create the need for the customers in order to exploit them in marketing campaigns. (Kotler, 2008: 265)

Information search is the second phase in the decision process. The potential buyer tries to find out where the neighbour bought their lawn mower and what sort of attributes it has, and most importantly, where to find a better one. This is called active information search, when the buyer himself gathers all available information about potential products. Information can be gotten from multiple different sources, for example family and friends, advertisements, the Internet and salespeople, consumer ratings and mass medias and by handling and testing the products. Personal sources, like friends and family are the most influential ones. (Kotler, 2008: 266-269)

After the search for information about possible purchases comes the phase of evaluating alternatives. At this stage the consumer has usually already left out some brands that they find unsuitable and are taking a closer look at the brands that are left. For a marketer, it is difficult to deduct which route the consumers take when they are arriving to their purchase decision, since the products they buy are essentially a solution to a certain need, and the products themselves bundles of attributes the consumers are considering. Not all consumers value the attributes in a same way, and therefore some features of a product are more important to some consumers and other features to other consumers and buying decisions vary according to the degree of importance of certain attributes. Also brand recognition and brand image are important factors in the evaluation process. The more known brands for the customer are usually those that they choose to purchase. (Kotler, 2008: 269-270)

The purchase decision is made after evaluation of alternatives. Most logical outcome would be that the consumer buys the product that has the most appeal to them, but there are still variables that might affect the buy-

ing decision. The opinions of friends and family are an important factor. For example, a husband might say that his wife shouldn't buy the most expensive product, though that would be the most desired one for the wife and therefore she might settle for something with lower price. Also unexpected situational factors might occur, for example the loss of a job, and then the customer wouldn't be able to buy the product after all. (Kotler, 2008: 271)

When the product is finally bought and money has changed hands, there is post purchase behaviour and the marketer's job does not end yet. The marketer should keep in contact with the customer to find out whether they are satisfied or dissatisfied with the product, and offer post-purchase care. If a product does not satisfy the buyer completely, the situation can be saved by professional service and maintenance. Cognitive dissonance, a discomfort caused by post-purchase let-downs, is not a rare occurrence since there rarely is an ultimate best choice to buy and there is always a brand that offers something that the purchased brand does not. It is important to keep customers satisfied in order to keep the brand image favourable. Bad word of mouth travels faster than good word of mouth, and after encountering a bad experience with a brand, consumers are sure to spread the experience to their friends and family to make sure they don't get the same bad experience. (Kotler, 2008: 271-272)

## 2.2 Business Markets

In one way or another, big corporations of today do business with other companies in addition to doing business with the end customers. Large consumer good companies sell their products to retailers and wholesalers before the product ends up in the hands of the end users themselves. These business sales are often called business to business markets, referred from now on as B2B markets. (Kotler, 2008: 291)

### 2.2.1 Business-to-Business Markets

A business, or B2B, market is made up of all the organizations that either sell or buy goods and services to be resold with profit or used in making other products. In comparison to customer markets, the business markets involve a lot more money that moves in between the companies. There are also many attributes that are needed in the production of consumer goods and therefore more companies are involved in the process than in consumer markets. What usually happens is that one consumer purchase requires multiple business purchases in the background. There are some similarities in the business and consumer markets. In both, there are people making the buying decisions and the indicator for these decisions is always a specific need. However, there are much more differences. (Kotler, 2008: 291-292)

What comes to the market structure, B2B markets have only a few buyers, but they are large. Even in big companies it is usually the responsibility of a few people to make decisions of buying. The demand in B2B market is

derived, which means that the need for companies to buy certain things comes from the end users. A good example is Gore Tex, who advertises its products straight to the end customers, even though they actually sell their products to other clothing makers, who then sell the finalized products to the end customers. They have created a need for their products in the end customers' minds through successful marketing, and now the end users are demanding the retailers and wholesalers for products that have Gore Tex. (Kotler, 2008: 292-294)

Many business markets have an inelastic demand. This means that price changes that happen, especially in the short run, don't have much if any effect on the demand of business products. In addition, the business markets have rather fluctuating demand, which then again means that even small increase in consumer demand results in big changes in business demand. This also applies the other way around: a small decrease in consumer demand creates very big decreases in business demand. (Kotler, 2008: 294)

As opposed to consumer markets, the B2B markets have far more decision participants and more professional buying efforts. It is usually highly trained personnel who are in charge of making buying decisions. The purchase situations are also the more complex the more there are professional buyers taking part in the process. In big companies there are normally entire committees formed, their only task being purchasing. Also the fact that supply managers, the people in corporations who are in charge of buying, are trained more and more professionally, is seen as a need for the marketers to be trained more and more professional as well. (Kotler, 2008: 294)

When it comes to the actual buying decisions, they take much longer time than for consumer buyers. Large quantities of money are moving in the business purchases, there are also several complex economic and technical aspects to take into consideration, and interactions are needed between many people in the buyer's organization before the actual buying decision can be made. The process is also very formal and there is a lot of bureaucracy involved. Because of these interactions, negotiations and bureaucracy, the buying decisions take much longer than in consumer purchasing cases. The buyer and seller are rather dependent on each other and work closely and flexibly together all the way to arrive at a customized solution that benefits both parties. (Kotler, 2008: 294-295)

### 2.2.2 Business Buying Behaviour

In an organization, the buying activity is constructed of two major parts: the buying centre, which consists of all the people who are involved in the buying decision making, and the buying decision process itself. These are affected by internal organizational, interpersonal and individual factors, and also environmental factors have an effect. (Kotler, 2008: 295) Also Hutt and Speh (1998: 76-93) claim that in addition to those, group factors also impact the buying decisions.

Environmental factors are in a normal situation out of the buyer's control. These factors could be for example level of demand, economic outlook, interest rates, technological change, political factors, government regulations and competitive developments. (Lyson & Farrington, 2006: 422) Organizational factors then again are such as strategic priorities, strategic role and trend of purchasing (Hutt and Speh, 1998: 76-93), and also the organization's rewarding system, authority, status and organization's objectives, policies, procedures and structures. (Lyson & Farrington, 2006: 422)

Rope (1998: 13) claims that in the business markets the buyer is either a company or another organization. The clientele that belongs to the business markets can be divided into three groups:

1. Commercial organizations such as industrial enterprises, service enterprises, wholesalers and retail businesses.
2. Public organizations such as government and municipality agencies, and community service institutions like hospitals, schools and so on.
3. Non-profit organizations like fellowships, unions, and event organizations.

A business customer may be all of the abovementioned, but the main factor that combines all business customers together is that the products are not purchased for the individual use of a person, but for the organizational demand. What it means, is that the basis of making purchase decisions comes from the individual's experience, organizational operations and from the functions that are related to organizational actions. (Rope, 1998: 13-14)

There are three major types of buying situations, which are called straight rebuy, new task and modified rebuy. Straight rebuy is a very routine decision. As the name implies, something previously ordered is ordered again with the same terms. The buyer chooses a supplier from a supplier list based on previous experience. The suppliers often suggest automatic reordering systems to make supplying easier and to get regular customers. In a modified rebuy situation the buyer wants to change some aspect of the deal, for example change the price, product specifications, suppliers or other terms. There are more decision participants in a modified rebuy situation than in the straight rebuy. The new task situation is a situation where a product is purchased for the first time. This case the more there is risk or costs in the process, the more there are decision participants and the greater is the effort to gather information about the products. The new task situation is the greatest challenge and also opportunity for the marketer. All terms, like product specifications, price, quantities, payment and delivery terms for example, must be agreed on. Most business buyers prefer to buy a complete package that is assembled by the supplier, instead of purchasing everything separately and assembling it themselves. The sale usually goes to the supplier who has the most complete package that responds to the customer's needs. Therefore, system selling is a key business marketing strategy and many marketers have adapted this method in their marketing strategy. (Kotler, 2008: 299-300)

Business buying process has five key participating roles. If a person belongs to any of these, he belongs to the buying centre of the company, a unit that is in charge of making the purchase decisions. The roles are defined by Kotler (2008: 300-301) as such:

*‘ Users are members of the organization who will use the product or service. In many cases, users initiate the buying proposal and help define product specifications.*

*- Influencers often help define specifications and also provide information for evaluating alternatives. Technical personnel are particularly important influencers.*

*- Buyers have formal authority to select the supplier and arrange terms of purchase. Buyers may help shape product specifications, but their major role is in selecting vendors and negotiating. In more complex purchases buyers might include high-level officers participating in the negotiations.*

*- Deciders have formal or informal power to select or approve the final suppliers. In routine buying, the buyers are often the deciders, or at least the approvers.*

*- Gate keepers control the flow of information to others. For example, purchasing agents often have authority to prevent salespersons from seeing users or deciders. Other gatekeepers include technical personnel and personal secretaries.’*

The buying centre is not a formal and fixed unit, but rather a set of roles assumed by people in different positions, and it changes for different purchases. The size and structure of the buying centre will differ according to purchase task inside the organization. In a routine purchase situation only one person might assume all the above mentioned roles and complete the purchase on his own. In more complex cases the buying centre might be constructed of tens of people from different levels of the organization. In order to do successful marketing, the marketer must identify all these roles in the buying organization. This is a difficult task, since the marketer must know who he is supposed to talk to and who has influence. (Kotler, 2008: 301)

### 2.2.3 Business Buying Process

The business buying process occurs when a company must choose between different brands, which they wish to buy. All the alternatives must be evaluated thoroughly. In this process, there are six different steps to be taken according to Rope (1998: 20-25):

1. Firstly in the buying process comes specifying the demand, after the realization that there is a specific need.
2. Search for a solution that need and finding out possible alternatives.
3. Search for suppliers includes gathering information from the suppliers who offer products that could be a solution to the company's need.
4. The buying company must evaluate the gotten offers from suppliers by comparing their offering to the demand criteria in order to find the best possible solution.



5. In the purchasing phase the supplier is chosen and all aspects of the sale, such as price, quantities, payment terms and so on, are negotiated with the supplier.
6. The experiment phase comes after the actual purchase. In this phase the buyer tests the product in use to find out whether it is the way the supplier promised and whether it actually fills the need. It is essential to the supplier to be there for the buyer if there are any complications, since a successful sale will most likely result in more sales to the same customer in the future.

### 2.3 Comparison

	Consumer markets	Business markets
Participants	Individual customers that buy goods and services and sellers (usually organizations) which provide the goods and services	Organizations that buy or sell goods and services
Decision makers	Less decision makers (household the biggest buying organization), decision makers are not professional	More decision makers (buying centre can involve tens of people), decision makers are professional
Buying roles	Initiator Influencer Decider Buyer User	User Influencer Buyer Decider Gate keeper
Money	Less money, smaller purchases	More money, bigger purchases
Quantity of goods	Small quantities of goods at a time	Big quantities of goods at a time
Demand	Derived and inelastic demand	Inelastic demand
Buyers	Multiple small buyers	Few large buyers
Purchases	One consumer purchase	Multiple business purchases in the background
Indicator for purchase decision	A specific need	A specific need
Decision process	Friends' and family's opinions matter, decision process can be very fast	Far more nuanced and formal than in consumer markets, includes multiple people and possibly many meetings before decision is made

Table 2 Comparison of business to business and business to customer markets

### 3 CURRENT SITUATION AND OPPORTUNITIES

In the research part the main goal was to find out what kinds of competitors the commissioning company has in the field of its business. Not any other company in Finland from this same business offers functional packages for companies, and therefore the competitive analysis is based only on the companies that operate in the same field as the commissioner's main business is in. Other aspects that were wanted to explain and research are the possible co-operational partners of the commissioning company both in Valkeakoski and in Sappee, which there are plenty of. A short wide-spread survey was made to figure out what kind of activities people would be interested in during a company relaxation day. Also the competencies of the commissioner and the analysis of the possible future co-operations are made with a SWOT analysis.

#### 3.1 Competitive Analysis

The commissioning company only has two major competitors which can be counted as a threat. One of them is located in Tampere and the other in Turku. The one that is located in Tampere is thought to be the more potential rival in the area of business the commissioning company operates in, since it is geographically the closest one and shares a lot of the local customer base. Both of these competitors have been operating for several years, a lot longer than the commissioning company. This gives them a competitive edge since they are already very known and have many loyal customers already. Almost all Finnish people have at least heard of both of them and many have used their services. For the commissioning company it cannot be said that it has such a loyal customer base.

The competitor that is located in Tampere has been already in operation since 1948, which means that they have a long history of doing business in the field and have lots of knowledge about it. During their time of being in the business they have served already over three million Finnish customers. Due to their location they are easy for customers to reach and since Tampere is a big city they have lots of potential customers nearby already. And since they have been in operation for so long they are well known all around Finland, and yearly they serve over forty thousand customers.

The other competitor, which is located in the city of Turku, is also a big one in the Finnish scale of businesses that operate in the field. Like the one in Tampere, this one also has a very long history and it is very appreciated. It has been in operation for over fifty years as of now. Location-wise the company is, too, in a very good position since it operates in one of the biggest cities in Finland. Therefore, it is easy for people to reach from all over the country.

These two competitors don't really offer any additional services, and therefore offering these functional fun day-packages seems to be a new thing in the field.

### 3.1.1 Strengths and Weaknesses of the Competitors

Both major competitors have very similar aspects and therefore it was found better to list their weak and strong qualities in same lists. The reason for the similarity of them might be the fact that they are both long-operating companies and have found out the best ways in which to operate in such a field of business.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- a good, central location</li> <li>- easy to reach with public transport from all over Finland</li> <li>- has been operating for years</li> <li>- has a lot of knowledge about the business</li> <li>- loyal customer base and therefore sells easily</li> <li>- has sales with sideline products</li> <li>- has good technical aspects and accommodates many customers at once</li> </ul>	<ul style="list-style-type: none"> <li>- the companies do not offer any additional services, though there is a lot to do in the areas they operate in</li> </ul>

Table 3 The strengths and weaknesses of the competitors of the commissioning company

In addition to these two there are many smaller competitors as well operating in the same area of business as the commissioning company, but they are a lot more harmless than the two bigger ones. They are a lot smaller and are situated in less central locations. They also have lesser technical qualities when compared to the commissioning company and the major competitors in Tampere and Turku. These smaller competitors are located all over Finland, some for example in Janakkala, Ypäjä, Tampere, Lempäälä ja Kangasala. Though the companies do not pose a serious threat to the commissioning company, they are still better to be kept an eye on.

### 3.2 Survey About Relaxation Trips for Work Groups

To find out in detail what kind of activities the workers of companies would be willing to do, a small survey was made and distributed widely among the working aged Finnish people and among some companies as well. The participants of the survey were given a possibility to answer anonymously, though they still had to describe the sizes and locations of their companies. The survey was made and directed to the employees instead of the employers because like explained more in detail in chapter 4.4. Buying personas in page 18, the users, who usually are the everyday workers in the company, are the ones who influence the decisions most by giving feedback.

The survey was filled by three hundred people from different parts of Finland. The participants included workers from multiple different sized firms both in Finland and also a few abroad. A good overall picture was gotten of what people would like to do during their company trips. Also it was asked in a few questions of the survey that how far would people be willing to travel for these company trips. This way it was conducted that how distant companies could be considered as possible clients.

### 3.2.1 Results

The first question was about all kinds of possible activities that could be organized during a company relaxation day. The participants were given multiple choices of activities to choose from as many as they wanted to. Also a possibility of giving their own ideas of additional activities, comments and thoughts was given. What seemed to gain the most of votes from possible activities were relaxation activities such as having a sauna or massages or doing barbeque. Fifty to over sixty percent of the people who answered gave their votes for these activities. Very good points also were given to lake cruising, which gained votes from over fifty percent of the participants. Also more thrilling activities gained votes, the most popular was an ATV safari, which gained votes from over fifty percent of the participants. Activities such as visiting art galleries and museums didn't really gain almost any votes. Only seventeen to twenty-six percent of the participants would have wanted to participate in those activities.

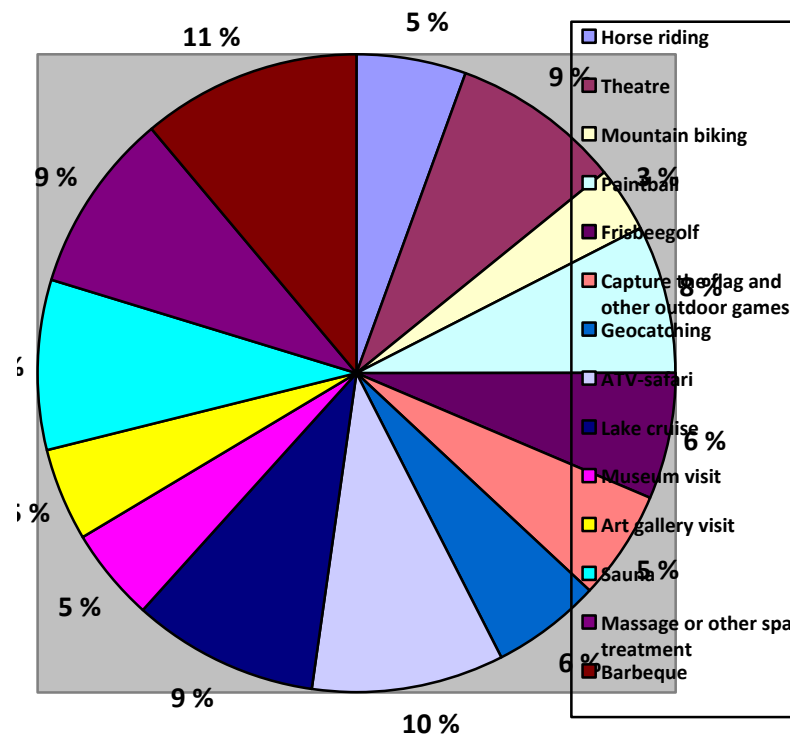


Figure 1 Percentages of preferred activities

The two remaining questions were designed to give some hint about how far the participants would be willing to travel to spend their relaxation day. The first of these two was formed so that it would give an answer of how far would people be willing to travel on a one-day-trip without accommodation at the target location. Most of the participants answered that the maximum time they would be willing to travel to the location is one and a half hours. Forty-five percent of the participants answered that. And thirty-four percent answered that they would be willing to travel for two hours or even more. The additional comments that participants wrote were mostly on the lines of: if the activities are worth it, the travel time can be longer.

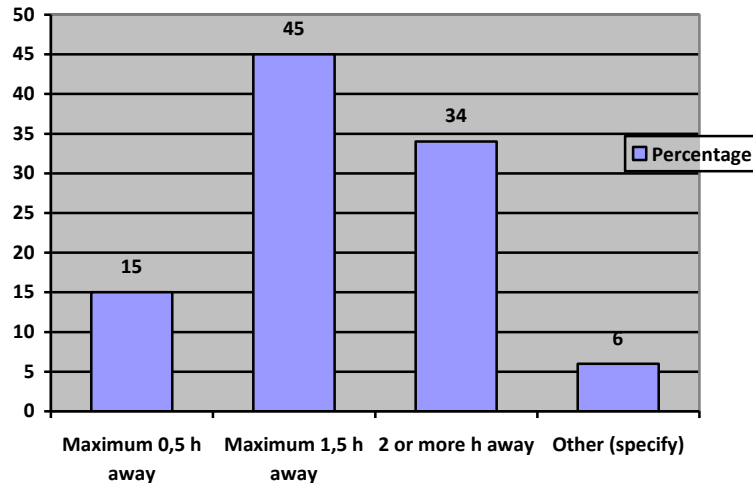


Figure 2 Percentages to the question “How far would you be willing to travel on a one-day leisure trip with your work group?”

The second question of the two was formed so that it gives an answer on how many kilometres would people be willing to travel on a work group’s leisure trip when the trip takes more than one day and staying overnight is included. The compaction of the answers to this question can be seen in the Figure 3. A big portion of the participants, forty-five percent of them, answered that they would be willing to travel even to the other side of Finland. twenty-six percent of them answered that they would be willing to travel from fifty to two hundred kilometres away, fifteen percent answered that they would travel the distance of two hundred to four hundred kilometres. Only three percent of the participants wouldn’t want to travel further than fifty kilometres away. The rest eleven percent that answered “Other (specify)” gave their own answers. Multiple of those were ready to go even abroad and few gave the point that the distance does not matter, but only if the activity is worth it.

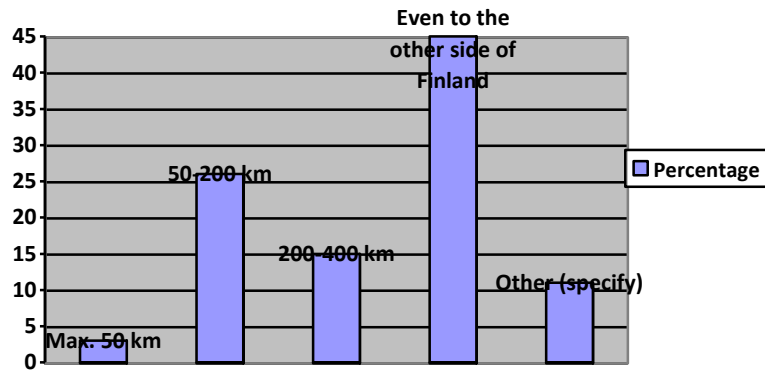


Figure 3 Percentages to the question “How far would you be willing to travel on a multiple-day leisure trip with your work group?”

The survey gave a very good overall view of what kind of activities people are interested in and how far they are willing to travel to reach these activities. This information is valuable for the commissioning company when they are planning what they will offer their new business customers.

### 3.3 Analysis of the Possible Future Cooperation Partners

The main point of this thesis is to figure out a plan to help the commissioning company acquire more customers through doing cooperation with some other local firms. The plan is to come up with functional action day packages for bigger groups or companies. There are several fitting companies around the areas of Valkeakoski and Sappee where the commissioning company operates in.

In Valkeakoski the commissioning company already does some very small cooperation with a local hotel called Hotelli Waltikka. It is situated very near the company’s location and therefore is ideal for lunches, dinners, meetings and accommodation for the customers of the commissioning company. Hotelli Waltikka is a large hotel with over eighty rooms and premises for multiple activities ideal for companies, such as meeting facilities. There is also another hotel-resort partner with which the commissioning company is doing cooperation already, Vaihmalan hovi. This cooperation though is still very small, during the year 2016 the commissioning company and Vaihmalan hovi served a little over ten customers together. This cooperation could and should be enhanced. A third accommodation provider also exists near Valkeakoski, which should be considered as possible partner. It is called Ilolan maatila, and it is a business which provides accommodation, food and some activities such as horse riding and farm animal feeding in a cozy farm environment. In Ilola it is possible to arrange all kinds of company gatherings from meetings to sauna evenings.

Valkeakoski is a city enclosed by beautiful and green nature and there are multiple sports and outdoor activities to be conducted. There is a Frisbee course and many sports facilities such as an indoor ice rink, football and volleyball fields, sandy beaches and walking trails in the forest. Additionally, there is a canoeing company which organized canoeing trips and training for groups as well, and also a riding stable called Euro-Talli, which organizes company activities with horses.

Valkeakoski has also a lot to offer culture-wise. There is a beautiful museum in the very centre of the city called Myllysaaren museo, which is a complex of multiple museums, including for example a football museum and a museum which shows what the life was like for factory workers in the town. There is also an art centre in Voipaala

What has to be mentioned also, is that there is a possibility for a lake cruise in a beautiful small ship called M/S Suvi-Ellen owned by an entrepreneur in Valkeakoski. The ship can be rented for a group of about thirty to forty people and there is space to have meetings and eat and drink.

What is good and practical about the activities in Valkeakoski is that they are all very near the commissioning company. This makes it convenient for possible groups and customer companies to build a day full of fun and activities.

In Sappee there are also multiple opportunities to enjoy the beautiful nature the place is surrounded with. Activities such as horseback riding either at the stables or in the trails of the woods, fishing, ATV and off-road vehicle safaris arranged by a company called Pro Fantasy Safari, and hiking can be arranged for customers that want an outdoor experience. Also fun outdoor games like geocaching, Frisbee golf, paintball and flag hunt can be arranged. Also for those who are in need of speed and danger there is a possibility to do downhill and mountain biking. But in Sappee there is also a possibility just to relax, to accommodate in cozy cabins and do barbeque and go to sauna.

3.4 SWOT-analysis of the Commissioning Company and Co-operation Partners

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- the commissioning company is already starting to get loyal customers</li> <li>- the company itself is very prestigious and gives customers worth for their money, customers are very well taken into account</li> <li>- the premises for operations are very good both in Valkeakoski and Sappee</li> <li>- there exist multiple possible cooperation partners to create functional packages for companies</li> <li>- good premises otherwise, a beautiful location both in Sappee and Valkeakoski</li> <li>- customer-based and friendly service</li> </ul>	<ul style="list-style-type: none"> <li>- the commissioning company is very new in the business compared to competition</li> <li>- not a solid customer base yet</li> <li>- is located a little far from bigger cities and main highways</li> <li>- this type of cooperation hasn't been done in a large scale beforehand and therefore there is not much know-how about the subject</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- multiple possibilities to expand the business and acquire new customers</li> <li>- very good possible co-operational partners around</li> <li>- the co-operation would unify local entrepreneurs and businesses to work together</li> </ul>	<ul style="list-style-type: none"> <li>- the possible cooperation might cause additional stress on the workers of the commissioning company</li> <li>- if the cooperation goes badly it might cause unwanted stress in the relationships of the local companies</li> <li>- the commissioning company is located in a little remote area, which can eliminate some customers</li> <li>- division of work load might be unclear which causes misinterpretations both inside the commissioning company and between it and its cooperation partners</li> </ul>

Table 4 SWOT-analysis



Also an aspect which is still unclear and should be considered carefully is the point about who is in charge of this company marketing and sales venture. There basically are two different options to use. The first one is that the commissioning company only takes the job of marketing the cooperation partners and their services and provides their information to the customers, who then take it on themselves to arrange everything with the other companies. This would be the easiest choice of action for the commissioner, since it does not involve a lot of additional work and the responsibility is put on the customers themselves rather than the commissioning company.

Another possible way of operating this cooperation is that the commissioning company itself takes orders from the customers rather than just directs them to the other activity providers. In this case the commissioner would be the one making all the bookings and taking care of schedules and so forth. This would cause an additional work load on the commissioning company, but it could ask for a compensational fee from the customer for doing all the bookings and taking care of everything.

### 3.5 New Business Customers

Like explained more in detail in part 3.2.2. Business buying behaviour in page 11 the business buyers tend to be quite different than individual consumers. There is a lot more to take into account when dealing with business customers, a lot more decision making is involved in the process, possibly many meetings are needed before a decision is made and overall there is much more planning and not to say the least, bigger quantities of money involved.

The people in an organization that must be the impressed the most are the users of the organization. They are the people who actually use the bought products and services. In the case of the commissioning company and its cooperation partners the people in question would be the workers of the companies who join the activity day. They are the ones that must be kept satisfied, because if they report to their bosses that the day didn't go well or as planned, the whole company will not return and use the activity services.

Buyers are the ones in the organization that do the actual purchasing, arrange terms and conditions and negotiate. They take influence from the users when deciding what to buy. In this situation they listen to the pleas of users of where to go and what activities to do and make decisions based on that.

### 3.5.1 Buyer's Buying Cycle

Due to the nature of the commissioning company's business, the customers it has only return annually if they are satisfied with the company's performance. If they are not satisfied, they might not return the next year at all. And in addition, there are also a few customers who return multiple times in one year, but those cases are quite seldom and rare. Therefore, it is important to make each visit unforgettable in a positive way for the customer, otherwise the company might lose its customers to competitors.

### 3.5.2 Listing Possible Future Customers

As a request from the commissioning company, a list of possible future company customers was conducted for this Thesis. The list is supposed to act as a starting point, a trial group. Since there is a possibility for overnight stay at the commissioning company's both locations, companies from all over Finland could be considered as possible customers. And also the answers gotten in the survey conducted for this Thesis were strongly suggesting that employees of companies all over Finland would be possibly willing to travel further than to their next city for a work group's leisure trip. There is more about the survey in chapter 4.2 Survey about relaxation trips for work groups in page 15. But in order to make a more controlled start, a certain radius should be decided and companies from within this radius contacted at first to see how the marketing messages are perceived and taken in by the possible future customers.

In this case, since the commissioning company operates in the region of Pirkanmaa in Finland, the first trial company customers were decided to contact from the same region. To draw the starting list, the yearly publication of the Tampere Chamber of Commerce was inspected since it lists multiple suitable companies from the region of Tampere and Pirkanmaa. The companies chosen from the publication were companies operating in multiple fields with different employee numbers. In total fifty companies were listed.

The list with the company names and contact information was made into an appendix so it wouldn't take too much space from the thesis itself. The list can be found in *Appendix 1. Starting list of possible future company customers*.

## 4 RECOMMENDATIONS

When being compared to one another, business to business sales and business to consumer sales have quite significant differences, though they both work towards the same goal: selling goods and services to clients. In consumer markets the decision makers are usually individuals or small units, when in business markets the buying centre, which consists of the decision makers, may include tens of people. The buyers are larger, amounts of money moving around are significantly greater and the quantity of goods is far greater in business markets than in consumer markets. Therefore, when the commissioning company engages in the business to business sales, there are some things it needs to take into consideration.

If the buying process is inspected from the very beginning, both in consumer and business markets the starting indicator for a purchase is the realization that there is a specific need that needs to be filled. In this situation the need for an organization would be to raise the atmosphere of the workplace and make the employees come together and form a tighter working unit. Then again for the individual customers of the commissioning company, the need is much simpler: something to do during their summer holiday. The individual customers usually recognize this need themselves, but possibly the company customers have to be woken up to this need and make them realize that this particular need exists. For individual customers, mass marketing in newspapers, radio, Internet, trade fairs and other such mediums is enough, but for company customers a much more personal effort needs to be made. The first difficulty lies in finding out who in the company the marketer should be contacting to get the marketing message to the right person, and then to that person a call should be made, an email or even a letter in the mail should be sent.

In addition to figuring out who is supposedly the person the marketer should contact in the customer company, another important question is that when that person should be contacted. Since the business to business purchases take a long time to happen, the marketing work should start well before summer when the relaxation day would take place. If possible, the work should start during winter even before the year changes, or at least as soon as it is clear that what there is to offer during the next summer.

It is far more difficult to get company customers interested in a product than individual customers, for the effort is greater also from their end. The purchasing decisions take a long time to make because there is bureaucracy, negotiations and other interactions needed before the decision is final. The purchase situations are the more complex the more there are professionals taking part in it. Another distinctive difference to the consumer markets is that in business markets the buyers usually are trained professionals. This raises the question that should the sellers be professionals as well, and should the commissioning company then get an educated person to do the marketing work.

According to Kotler, there are the three types of buying situations. These are straight rebuy, new task and modified rebuy. At least in the beginning when the commissioning company engages to the business markets, the buying situations will be new task situations. In these the product is new to the customer and the customer is new to the seller. All attributes of the sale must be agreed on, which is both a great opportunity and a great risk for the seller and the buyer.

At least according to Kotler, usually the business customers prefer to buy ready-made packages that are assembled by the seller so that the effort to be made from the buyer's side is the smallest possible. This means in the situation of the commissioning company that, that the activities of the relaxation day, including transportations and such, would be arranged entirely by the commissioning company so that the buyer wouldn't have to worry about anything. This aspect also speaks for hiring a professional to take care of the business to business sales.

The commissioning company has had good success in the business to customer business, but it has not quite formed a steady customer base yet, since it is a relatively new company when compared to its main competitors. But many people already know the name of the company, which means that it has been recognized in the area of business it operates in.

The commissioning company has multiple possible cooperation partners both in Valkeakoski and in Sappee. With a few it is already engaged in business, like Hotel Waltikka in Valeakoski and Sappeen Matkailukeskus in Sappee, but opportunities for more are plentiful. The survey conducted for this thesis gave a very good image of what kind of activities people would be interested to take part in during a company relaxation day. According to the answers gotten from the survey, active and fun activities done together as a group could be recommended. Also activities which are a little different gained a lot of interest from the participants of the survey, and therefore also activities such as horseback riding or ATV safaris would be recommended. In addition to thrilling and heart beat raising activities, things like sauna evenings, barbeque, massages and other pampering is recommended to add to the list of what to offer to companies since they got a positive welcome in the survey.

One would think that the local businesses which could be prosperous cooperation partners for the commissioning company, would be interested in working together. This kind of cooperating would increase their sales as well. And also, working together would strengthen and unify the local companies and entrepreneurs. Another side of the deal is, though, that if everything does not go as planned, it might cause unwanted stress on the relationships of the companies.

In this thesis, the first scope of possible company customers was fifty from the area of Pirkanmaa in Finland. This specific region was chosen due to the fact that that is the region where the commissioning company's both locations are as well. According to the survey conducted for this thesis, people would be very willing to travel from even further destinations to

the location of their company's relaxation day, and there is the possibility for an overnight stay. But at first it was thought to be smart by the author of this thesis that a smaller scope would be used at first to test the business to business sales in the commissioning company. Also only companies of appropriate sizes were considered as possible customers. There is no point in contacting companies that have only one or five employees, for the effort made by the commissioning company would be far greater than the benefit gotten.

A thing the commissioning company should take note of is that it does not have much know-how of the subject of business to business markets, since it has not been taking part in that realm of business before in a large scale. It is a possible tumble stone of the future. But, the competitors of the commissioning company have not yet participated in this kind of venture, and the commissioner would be the first one to do it.

## 5 CONCLUSION

The present business world is changing rapidly with new inventions made daily and the demands to keep up, stand out and offer something unique in order to attract the customers' attention is great. For the commissioning company, moving their focus from business to customer sales to cover also business to business sales might be a way to boost sales and be different.

However, moving from business to customer sales to business to business sales can cause some challenges, since their schemes are quite different. The business customers need to be approached more personally, when the individual consumers can be reached in masses through radio and newspaper advertising. The business customers should be contacted at first with a personal call, an email or a letter. This requires adjustments from the commissioning company, even though it has had its success in the business to customer sales.

Moving into business sales could be an advantage for the commissioning company, since the competitors of the company don't practice such business at the present moment. It might therefore be an advantage.

When it comes to the business partners of the commissioning company, it has plenty of potential partners both in Valkeakoski and in Sappee. According to the survey conducted for this thesis, people would be interested for example in activities such as lake cruises, motored vehicle safaris, horseback riding, sauna and barbequing, and all of these activities are provided in the cities the commissioning company operates in.

Also, according to the survey, the commissioning company could consider businesses from all over Finland to be its customers, since a large number of the participants claimed that they would be ready to travel even to the other side of Finland for their relaxation day, given that the activities of the relaxation day would be worth it. Yet, for start a list of fifty companies from around the area of Pirkanmaa were gathered to be the first trial group.

According to researchers, companies are more interested in ready-made packages rather than having to put things together themselves. Therefore, it seems to be more likely that companies would be more interested in the offer if the commissioning company organizes everything for them. This would mean a lot of extra work for the few employees of the company, and thus it would be sensible to consider hiring a person specifically for this job.

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## A STARTING LIST OF POSSIBLE FUTURE COMPANY CUSTOMERS

	Name	Address	Telephone	Email	WWW
1	Adecco Finland Oy	Hämeenkatu 26 A 6. krs 33200 Tampere	046 876 0313	<a href="mailto:sirpa.niemi@adecco.fi">sirpa.niemi@adecco.fi</a>	<a href="http://www.adecco.fi">http://www.adecco.fi</a>
2	AL-WELD Oy	Alumiinitie 2 37200 Siuro	0400 633427	<a href="mailto:arto.leppanen@al-weld.fi">arto.leppanen@al-weld.fi</a>	<a href="http://al-weld.fi/">http://al-weld.fi/</a>
3	Apteekki-maailma	Rautatienkatu 27 C 33100 Tampere	(03) 3122 9900	<a href="mailto:info@apteekkimaailma.fi">info@apteekkimaailma.fi</a>	<a href="http://www.apteekkimaailma.fi/">http://www.apteekkimaailma.fi/</a>
4	AX-Konsultit Oy / AX-Suunnittelu	PL 428 33101 Tampere	(03) 2680 111	<a href="mailto:ax@ax.fi">ax@ax.fi</a>	<a href="http://ax.fi/">http://ax.fi/</a>
5	Boomi ry	Pinninkatu 57 33100 Tampere	040 834 2316	<a href="mailto:hallitus@boomi.fi">hallitus@boomi.fi</a>	<a href="http://www.boomi.fi/">http://www.boomi.fi/</a>
6	BT-yhtymä Oy	PL 35 33711 Tampere	(03) 3140 1111	<a href="mailto:bt-yhtyma@bt-yhtyma.fi">bt-yhtyma@bt-yhtyma.fi</a>	<a href="http://www.bt-yhtyma.fi/">http://www.bt-yhtyma.fi/</a>
7	CGI Suomi Oy	Visiokatu 1 33720 Tampere	010 302 101	<a href="mailto:petri.ojala@cgi.com">petri.ojala@cgi.com</a>	<a href="http://www.cgi.fi">http://www.cgi.fi</a>
8	Elecster Oyj	PL 39 37801 Akaa	0201 541 211		<a href="http://www.elecster.fi/">http://www.elecster.fi/</a>
9	Elematik Oyj	PL 33 37801 Akaa	(03) 549 511 040 7074943 (CEO)	<a href="mailto:mats.jungar@elematik.com">mats.jungar@elematik.com</a> (CEO)	<a href="http://www.elematic.com/">http://www.elematic.com/</a>
10	Enmac Oy	Yliopistonkatu 60 A 33100 Tampere	(03) 252 9111 045 657 9213 (CEO)	<a href="mailto:juha.ritala@enmac.fi">juha.ritala@enmac.fi</a> (CEO)	<a href="http://enmac.fi/">http://enmac.fi/</a>
11	FERLAME C Oy	Turkkirata 27-29 33960 Pirkkala	050 4400370	<a href="mailto:ferlamec@ferlamec.fi">ferlamec@ferlamec.fi</a>	<a href="http://www.ferlamec.fi/">http://www.ferlamec.fi/</a>
12	Finnpos Systems Oy	Lentokentänkatu 3 33900 Tampere	041 526 0901		<a href="http://www.finnpos.fi/">http://www.finnpos.fi/</a>
13	Fläkt Woods Oy	PL 6 37801 Akaa	020 442 3000		<a href="http://www.flaktwoods.fi/">http://www.flaktwoods.fi/</a>
14	Granlund Tampere Oy	Järvensivuntie 1 PL 509 33101 Tampere	010 7592 600 050 315 2567 (CEO)	<a href="mailto:ris-to.suojanen@granlund.fi">ris-to.suojanen@granlund.fi</a> (CEO)	<a href="http://www.granlund.fi/">http://www.granlund.fi/</a>
15	Green Can Oy	Pinotie 10 33470 Ylöjärvi	0424 9541	<a href="mailto:info@greencan.net">info@greencan.net</a>	<a href="http://greencan.net/">http://greencan.net/</a>
16	Greencarrier Freight Services Finland Oy	Lempääläntie 22 33840 Tampere	(03) 2320 101		<a href="http://www.greencarrier.fi/">http://www.greencarrier.fi/</a>
17	Insinööritoimisto Comatec Oy	Kalevantie 7 C 33100 Tampere	029 000 2000 040 0504 021 (CEO) 040 5103 892	<a href="mailto:au-lis.asikainen@comatec.fi">au-lis.asikainen@comatec.fi</a> (CEO) <a href="mailto:tuula.korkeemaa@comatec.fi">tuula.korkeemaa@comatec.fi</a>	<a href="https://www.comatec.fi/">https://www.comatec.fi/</a>



## Moving from B2C Markets to B2B Markets to Increase Competitiveness

			(staff manager)	<a href="#">c.fi</a> (staff manager)	
18	Insinööri- liitto IL ry Hämeen piiri	Otavankatu 9 A 33100 Tampere	020 180 1855	<a href="mailto:tapio.soltin@ilry.fi">tapio.soltin@ilry.fi</a>	<a href="http://www.ilry.fi/">http://www.ilry.fi/</a>
19	Intermedius Oy	PL 54 33311 Tampere	0207 710 540 0207 710 541 (CEO)	<a href="mailto:myynti@intermedius.fi">myynti@intermedius.fi</a> <a href="mailto:jari.honko@intermedius.fi">jari.honko@intermedius.fi</a> (CEO)	<a href="http://www.intermedius.fi/">http://www.intermedius.fi/</a>
20	Jimexo Tech Oy	Hatanpään valtatie 24 B 33100 Tampere	0400 642 435	<a href="mailto:jimexo@jimexo.fi">jimexo@jimexo.fi</a>	<a href="http://jimexo.fi/">http://jimexo.fi/</a>
21	KL-Lämpö Oy	Golfkentäntie 8 33960 Pirkkala	020 761 9900 040 588 8678 (CEO)	<a href="mailto:olli.edgren@kl-lampo.com">olli.edgren@kl-lampo.com</a> (CEO)	<a href="http://www.kl-lampo.com/">http://www.kl-lampo.com/</a>
22	Korja- Kumi Oy	Rekkakatu 5 33840 Tampere	03 2750 400	<a href="mailto:myynti@korjakumi.fi">myynti@korjakumi.fi</a> <a href="mailto:peka.keranen@korjakumi.fi">peka.keranen@korjakumi.fi</a> (CEO)	<a href="http://www.korjakumi.fi/">http://www.korjakumi.fi/</a>
23	LF Cars Oy	Kolmihaarankatu 20 33330 Tampere	0207 870 979	<a href="mailto:myynti@lfcars.fi">myynti@lfcars.fi</a>	<a href="http://www.lfcars.fi/">http://www.lfcars.fi/</a>
24	Lune Group Oy	Kopsamontie 138 35540 Juupajoki	050 3554 064	<a href="mailto:info@lunette.fi">info@lunette.fi</a>	<a href="https://www.lunette.com/">https://www.lunette.com/</a>
25	Man- power- Group Oy	Hatanpään valtatie 11 33100 Tampere	020 1700 100		<a href="http://www.manpower-group.fi/">http://www.manpower-group.fi/</a>
26	Memar Oy Virrat	Pirkantie 16 34800 Virrat	(03) 475 8000 050 558 2466 (CEO)	<a href="mailto:aki.kangas@memar.fi">aki.kangas@memar.fi</a> (CEO)	<a href="http://www.memar.fi/">http://www.memar.fi/</a>
27	Milltamo Oy	Kulktutie 5 33470 Ylöjärvi	(03) 2732558 044 786 5941 (CEO)	<a href="mailto:milltamo@milltamo.inet.fi">milltamo@milltamo.inet.fi</a>	<a href="http://www.milltamo.fi/">http://www.milltamo.fi/</a>
28	Miraco Oy	Mastotie 9 37800 Akaa	050 543 0577		<a href="http://www.miraco.fi/">http://www.miraco.fi/</a>
29	NOMET Oy	Pukinekatu 1 33580 Tampere	(03) 358 7000	<a href="mailto:info@nomet.fi">info@nomet.fi</a>	<a href="http://nomet.fi/">http://nomet.fi/</a>
30	nora floor- ing systems Oy	Yrittäjänkatu 24 B 33710 Tampere	(03) 271 0600	<a href="mailto:anu.harko-kostiainen@nora.com">anu.harko-kostiainen@nora.com</a>	<a href="http://www.nora.com/fi/">http://www.nora.com/fi/</a>
31	Ollikaisen Hirsira- kenne Oy	Kissanmaankatu 3 33520 Tampere	040 581 0188 (CEO and sales)	<a href="mailto:tero.ollikainen@ohr.fi">tero.ollikainen@ohr.fi</a> (CEO and sales)	<a href="http://ohr.fi/">http://ohr.fi/</a>
32	Ourex Oy	Mäkirinteentie 3 36220 Kangasala	(03) 212 8000	<a href="mailto:ourex@ourex.fi">ourex@ourex.fi</a>	<a href="http://www.ourex.fi/">http://www.ourex.fi/</a>
33	Oy Cano- rama Ab	Hallituskatu 7 33200 Tampere	0207 681 280	<a href="mailto:it.tampere@canorama.fi">it.tampere@canorama.fi</a>	<a href="http://www.canorama.fi/">http://www.canorama.fi/</a>
34	Piceasoft Oy	Visiokatu 1 33720 Tampere	010 5040 770	<a href="mailto:piceasoft@piceasoft.fi">piceasoft@piceasoft.fi</a>	<a href="http://www.piceasoft.fi/">http://www.piceasoft.fi/</a>
35	Pilkington Automotive Finland Oy	PL 476 33101 Tampere	(03) 349 9111		<a href="http://www.Pilkington.fi">www.Pilkington.fi</a>
36	Pirkanmaan ilmastointi-	Lakalaivankatu 3 33840 TAMPERE	044 355 6110	<a href="mailto:mar-ko.salmikivi@pirkanmaan">mar-ko.salmikivi@pirkanmaan</a>	<a href="http://www.pirkanmaanil-">http://www.pirkanmaanil-</a>

## Moving from B2C Markets to B2B Markets to Increase Competitiveness

	huolto Oy			<a href="http://ilmastointipuhdistus.fi">ilmastointipuhdistus.fi</a>	<a href="http://mastointipuhdistus.fi/">mastointipuhdistus.fi/</a>
37	Protacon Oy	Patamäenkatu 7 33900 Tampere	040 583 2024		<a href="https://www.protacon.com/">https://www.protacon.com/</a>
38	Ramboll Finland Oy Tampere	PL 718 33101 Tampere	020 755 6800		<a href="http://www.ramboll.fi">http://www.ramboll.fi</a>
39	Saarioinen Oy, Valkeakoski	Tikinmaankatu 21, PL 122 37601 Valkeakoski	(03) 244 7111		<a href="http://www.saarioinen.fi/">http://www.saarioinen.fi/</a>
40	SHT-Tukku Oy	Tukuntie 4 31900 Punkalaidun	(02) 7636 700	<a href="mailto:sht@sht-tukku.fi">sht@sht-tukku.fi</a>	<a href="http://www.sht-tukku.fi/">http://www.sht-tukku.fi/</a>
41	Tammerkosken Nuorkaupakamari ry	PL 721 33101 Tampere	044 574 1937 (chairman)	<a href="mailto:pres@jcitammerkoski.fi">pres@jcitammerkoski.fi</a> (chairman)	<a href="http://jcitammerkoski.fi/">http://jcitammerkoski.fi/</a>
42	Tampereen Aluetaksi Oy	Sammon Valtatie 7 33530 Tampere	(03) 2632 111	<a href="mailto:info@taksitamper.fi">info@taksitamper.fi</a>	<a href="http://www.taksitamper.fi/">http://www.taksitamper.fi/</a>
43	Tampereen AutoCenter Oy	Taninkatu 12, Lielähti 33400 TAMPERE	040 748 5075 (CEO)	<a href="mailto:autocenter@autocenter.fi">autocenter@autocenter.fi</a> <a href="mailto:ja-ni.harama@autocenter.fi">ja-ni.harama@autocenter.fi</a> (CEO)	<a href="http://www.autocenter.fi/">http://www.autocenter.fi/</a>
44	Tampereen Autokuljetus Oy	Teollisuustie 2 33960 Pirkkala	(03) 38 38 11	<a href="mailto:ktk@tampereenktk.fi">ktk@tampereenktk.fi</a>	<a href="http://www.tampereenktk.fi/">http://www.tampereenktk.fi/</a>
45	Tampereen Kauppareura Ry	Aleksis Kiven katu 15 33200 Tampere	(03) 212 1816	<a href="mailto:info@tampereenkauppaseura.fi">info@tampereenkauppaseura.fi</a>	<a href="http://tampereenkauppaseura.fi/">http://tampereenkauppaseura.fi/</a>
46	Toyota Autotalot Oy Tammer-Auto	Hatanpään valtatie 38 33900 Tampere	(03) 2440 3150 (CEO)	<a href="mailto:timo.suutari-jaasko@toyotatampere.fi">timo.suutari-jaasko@toyotatampere.fi</a> (CEO)	<a href="http://www.toyotatampere.fi/">http://www.toyotatampere.fi/</a>
47	Valio Oy, Tampere	PL 60 33101 Tampere	010 381 121		<a href="http://www.valio.fi/">http://www.valio.fi/</a>
48	Valkeakosken Betoni Oy VaBe	Sammonkatu 10 37600 VALKEAKOSKI	010 6178 100 050 330 9112 (CEO)	<a href="mailto:info@VaBe.fi">info@VaBe.fi</a> <a href="mailto:markus@VaBe.fi">markus@VaBe.fi</a> (CEO)	<a href="http://www.vabe.fi/">http://www.vabe.fi/</a>
49	Veho Oy Ab	Taninkatu 11 33400 Tampere	010 569 3011 010 569 3031 (sales director)	<a href="mailto:marko.sillanpaa@veho.fi">marko.sillanpaa@veho.fi</a> (sales director)	<a href="https://www.veho.fi/autoliikkeit/tampere-lielahti/">https://www.veho.fi/autoliikkeit/tampere-lielahti/</a>
50	Vexve Oy	Pajakatu 11 38200 Sastamala	010 734 0800 010 7340 876 (sales director)	<a href="mailto:vexve@vexve.com">vexve@vexve.com</a> <a href="mailto:petteri.koskinen@vexve.com">petteri.koskinen@vexve.com</a> (sales director)	<a href="http://www.vexve.com/">http://www.vexve.com/</a>