

Developing integrated marketing communications for Cinnabon bakery in Finland

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<p>This thesis was conducted and implemented according to the needs and preferences of the case company, which is a recently established US franchising bakery in Helsinki. The company's interest was to promote its business and acquire new customers in Finland, using both traditional and online marketing campaigns. The objective of the project was to create an integrated marketing communications plan for the case company.</p> <p>The theoretical framework covers areas such as marketing and launching a new business, as well as Finnish habits and lifestyles. Both quantitative and qualitative data were collected to gather information about the business and its future perspectives. The empirical part of the research was done in June 2015.</p> <p>The project's results show main strengths and weaknesses of the company, as well as which marketing efforts and methods should be utilized for to reach success in this particular business. Most of the campaigns were launched during the summer time, and we can already see some positive results. All rights to make decisions are left to the case company. According to the outcomes of this research, Cinnabon Bakery should shift from old-fashioned mass advertising to niche marketing, to create cost-effective campaigns using both traditional and digital communication tools.</p>	
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1 Introduction

Marketing communication is an important tool in business, which brings it to organizational success. Promotion increases awareness of customers and prospective customers about the product or service, and therefore boosts sales. While promoting new fast food restaurant business in Helsinki, marketer should always remember about high level of competition and take it into consideration. All marketing campaigns should be analyzed before implementation; otherwise, company will lose money and time, spending resources on useless activities.

The Integrated Marketing Communication planning process is like a creation of music score – every instrument has its specific task, and the goal for them is to produce a beautiful music in cooperation.

While creating IMC, it is important to remember to shift from traditional advertising to digital and interactive media. In my research, I would like to integrate social media into traditional marketing mix of Cinnabon Helsinki.

1.1 Research background

After completing my work placement on the position of marketing trainee, I have realized that marketing is the field where I would like to continue working and improve my skills; therefore topic concerning marketing was initially my first and clear choice. In the middle of March 2015, I got a chance to work for the newly opened Cinnabon bakery in Arabian Shopping mall on the position of cashier. I had a possibility to track how to launch new brand in Finland, how to make it popular and favorite among Finns and immigrants. That was a good practice, because I could see what kind of difficulties entrepreneurs face while opening a new place, and what to do to improve performance, create brand image and attract customers. I was also doing translations of product descriptions, promotion slogans and adopting them to Finnish market. From this work, I have learned different sales techniques, for example cross-selling, which will be extremely useful for my future career.

Cinnabon is a world-wide famous chain of bakeries. The first Cinnabon was opened on December 4, 1985 in Federal Way, Washington in Sea Tac Mall by Mr. Lindstrom who wanted to create the world's most "perfect" cinnamon roll, and hired Jerilyn Brusseau to finalize the iconic recipe. The first bakery had only one product - Cinnabon Classic cinnamon roll. Currently, company has a wide range of products, including sandwiches

and drinks. All Cinnabon products consist of high quality ingredients and are done according to standards. Finnish branch of Cinnabon is operating as a franchisee whose owner is a Russian entrepreneur. There are 120 Cinnabon restaurants operating in Russia under the same franchise, and there is obviously a need for that in Finland.

This thesis should be useful for the company, and there is a demand for that. The results that will be provided to the case company could help to increase amount of customers and build a strong base for launching new places in the winter 2015.

1.2 Objectives and demarcation

The purpose of this procedural thesis is to create an effective marketing communications for the newly opened Cinnabon bakery in Helsinki using integrated approach.

The objectives of the thesis are:

1. Define the meaning and potential of the IMC
2. Analyze company and their product range.
3. Analyze target audience and competitors.
4. Find out what customers think now about Cinnabon performance (quantitative questionnaire of 50 people sample).
5. Define main promotional objectives and create IMC strategy with the help of qualitative open interview with management.
6. Choose the most efficient marketing communication campaigns for the Cinnabon.

Even though IMC strategy includes both traditional and non-traditional marketing techniques, I am going to concentrate mostly on online marketing communications. Internet marketing will afford us to reach our target audience faster and more convenient.

The budget will not be defined in this thesis, because commission party forbidden any publications concerning financial activities of the company.

1.3 Research methods

In any research, it is recommended to start with defining problem, systematically analyze data, evaluate it and make a conclusion with possible recommendations for improvement. My thesis is a procedural research, which includes both quantitative and qualitative parts.

As a part of my research, customer questionnaire was conducted in the bakery with a sample of 50. Questionnaire is an easy way of gathering data in a rather short period of time. Researcher should keep in mind that he/she will be interpreting received data later on. The goal of researcher is to analyze data, gather it and make sense of it. To be more concrete, you need to think beforehand about how you will analyze the data, even before creating questionnaire template.

Questionnaire is one of the major tools of the quantitative research. All data received by this method can be easily conducted into numerals. This is important to mention that content of questionnaire must be linked to the research topic. Respondents should be provided with the clear instructions at the beginning about its completion. Questions should not be offensive to anyone.

My questionnaire was designed for Cinnabon customers in Arabia Shopping Mall in two languages – English and Finnish. I used different types of questions to support the research: closed questions to gather biographical data and to examine attitude and behavior (multiple choice, single choice and rating) and open-ended questions used for small surveys. All data were collected during the week 26.

The other part of my research was qualitative data collection or interview with company management about future perspectives and current situation. Qualitative research is a good tool to understand people thoughts and opinions, to realize why they behave the way they do. Qualitative data presents the context, which effects and explains human actions. Interview is the most common technique for collecting qualitative data. As stated by Brown and Gilligan (1992, 25) “an interview is a conversation, but not the same that we have in everyday life.” The goal of my interview with management was to find out more information about company, its values and preferences, as well as attitude and future plans and opportunities.

My research supports Cinnabon Helsinki marketing activities. Specialized literature was used to create theoretical part of this thesis. Practical part was conducted in cooperation with company management and therefore, almost all of the actions will take place.

1.4 Structure of the thesis

The meaning of the IMC is explained using zipper method in the paragraph 3. This means that all decisions done in this paragraph are supported by the relevant theoretical background and sources.

Before making decisions, target audience of bakery need to be considered. The main goal of a marketer is to reach a customer through different marketing channels. With the help of theory and survey, I will define who Cinnabon's customers are, which message we are bringing to them now, and what we are supposed to do to make them loyal. Research question in this part is: Who are Cinnabon's customers?

The goal is to find out: What they are buying now and why? What are their lifestyle, psychographics and attitudes? How do members of this group distinguish the products or services in this category? What is the key customer insight? What is the key differentiation point for this customer group? What does this customer want from the product category that they are not now getting? Which brand commitment do we expect from this customer group?

The next important part of marketing communication is linked to the competition analysis. In this part, my goal is to find out our existing direct and indirect competitors in the Uusimaa area. SWOT analysis will be used to analyze current situation of the company and it should help to process the collected information. Analysis begins with an examination of the company's strengths and weaknesses, after that follows opportunities and strengths.

To understand what exactly the commissioning party expects from this study, interview with management will be conducted. Customer feedback survey will be used to define target audience of the café, and their preferences to complete and make my research vital.

In addition to that, company profile and analysis will be done to collect all the necessary information for future research. There are two types of information company profile consist of: (Donald E. Parente 2006, 30):

- Internal – information comes inside the company. I will consider asking the following questions: What is the company's mission? What is the company culture? How ambitious the company is? How profitable it is, etc.?
- External – information that covers the factors and forces outside the firm that influence its problems and opportunities.

Next important part of my research is reserved to set up promotional objectives, both corporate and marketing communications for Cinnabon bakery, with support of related theory.

Promotional mix designed for Cinnabon bakery will be one of the core activities of my studies (Donald E. Parente 2006, 25). Research will include:

1. Advertising strategy (creative message and media strategy, together with objectives, strategy, tactics and costs).
2. Sales promotion (coupons, product samples, etc.)
3. Public Relations (TV, radio presentations).
4. Direct Marketing
5. Personal selling
6. Guerrilla marketing
7. Product placement
8. Social Media Marketing

2 Background of the Cinnabon Café

Cinnabon is a chain of American baked goods and kiosks, which operates in Finland since March 2015 in Arabia Shopping Mall. The main product is a world-famous traditional cinnamon rolls. Bakery's product range consists of 16 different products, including cold and hot beverages, sweet buns and red fish sandwiches.

Cinnabon Inc. is a maker of the world's famous cinnamon rolls. Bakery serves fresh, aromatic, oven-hot cinnamon rolls, as well as a variety of other baked goods and specialty beverages. Cinnabon currently operates more than 650 franchised locations worldwide, primarily in high traffic venues such as shopping malls, airports, train stations, travel plazas, entertainment venues, academic institutions, and military bases.

According to the B.R Barringer (2006, 357) "Franchising is a form of business organization in which a firm that already has a successful product/ service (franchisor) licenses its trademark and method of doing business to other business (franchisees) in exchange for an initial franchise fee and ongoing royalty." Cinnabon belongs to business format franchise, when franchisor provides a formula for doing business to the franchisee along with training, advertising, and further assistance. Cinnabon Finland owns master franchise agreement, which means that besides having rights to open and operate a specific number of locations in a particular area, company also has the right to offer and sell the franchise to other entrepreneurs in this area.

International Franchisees of Cinnabon in Europe are: The United Kingdom, Romania, Malta, Turkey, Cyprus, Greece, Russia, Poland, Germany, Italy, Austria, Ukraine (2011), Finland (2015). In 2004, Cinnabon belongs to FOCUS Brands, which offers its franchisees support in the following areas:

- Site Approval
- Design and Construction Services
- Product Logistics and Product Management
- Start up and Training
- Local and Regional Restaurant Marketing
- Ongoing Operations Support
- Financial Analysis
- Dedicated International Director of Operations living and working in the region.

Company owner is Roman Shevchenko, successful businessmen who owns Cinnabon bakery chain in the Far East Russia (Vladivostok, Khabarovsk etc.) and three Hesburger restaurants. His partner and also company owner Oleg Papazov has finished Oxford University at 2005, B.A. Hons and Georgetown Law Center at 2010, JD. Oleg with his father have founded company called MegaGroup in 2008 at Russia. MegaGroup owns the franchise for the following brands: Cinnabon, AuntieAnne`s, Hesburger. Roman Shevchenko and Oleg Papazov have a good and long experience in franchising.

All Cinnabon bakeries must follow the following values and regulations:

- We A.C.T. Guest First
- We are Clean and Attractive
- We are Fast
- We Always Deliver High Quality
- We Enjoy Working Here

Mission is to make Guests say “WOW!”

To ensure that production process is safe and products are fresh, company follows HACCP food safety management. The HACCP system (Hazard Analysis & Critical Control Point) is a scientific approach that identifies hazards to ensure the safety of food. HACCP is a system that focuses on prevention rather than on end-product testing.

Cinnabon is known for its world famous Classic cinnamon rolls, made with farm-fresh eggs, pure vegetable margarine, secret-recipe cream cheese frosting, and the legendary Makara® Cinnamon. As the company has expanded, the product line has grown to include Caramel Pecanbons®, CinnaPacks®, CinnabonStix®, CarmeLatta Chills®, MochaLatta Chills®, Chillattas™, and Cinnabon Bites™.

Cinnabon prices are on average and affordable level – coffee costs 2-3 euro, which is even lower than in Helsinki urban area, small bun and cupcakes – 3 – 4 euro, and 5-6 for a bigger option. Cold drinks price is 3-4 euro as well. Cinnapacks, or a set of buns are sold with 45% discounts. Also, discount is applicable if you buy 4 or 6 cupcakes.

3 Planning IMC Strategy of Cinnabon

The main goal of creating IMC strategy is generating short-term financial returns, as well as building brand value. The American Association of Advertising Agencies provides a definition of IMC as “a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines and combines these disciplines to provide clarity, consistency and maximum communication impact.” The main idea of IMC is to develop flawless experience for customers using different parts of marketing mix. All marketing communication channels work together, rather than in isolation, to build brand’s core image and messaging.

IMC process starts with creation of integrated marketing communication plan, which describes what kind of marketing and advertising tools will be used during the promotion campaign. To build strong brand-consumer relationship, marketers may use combination of traditional communication, such as newspapers, banners and billboards, and digital communication, or webinars, blogs and SEO.

3.1 Target audience

Larry Percy recommends to identify target audience action objectives and to start a process of selecting the target audience. The basic idea of this scheme is to concentrate not on the customers and their portrait, but on their brand loyalty and brand awareness, and build marketing communications considering how often people purchase product, while attracting new customer through discounts system.

Table 1. Target audience action objectives of Larry Percy. (Percy 2012, 36)

Target audience action objectives	Objective for communication strategy	Options for promotion strategy
Repeat purchase → users	<ul style="list-style-type: none"> Strengthen existing brand attitude 	<ul style="list-style-type: none"> Loyalty and loading devices Premiums Sweepstakes, games, contests
Trial → non-users	<ul style="list-style-type: none"> Generate brand awareness Encourage a more favorable brand attitude 	<ul style="list-style-type: none"> Coupons Refunds and rebated Sampling

This scheme logical and useful, but together with that research will consider segmentation variables for consumer markets. With knowledge of behavior graphic, demographic, geographic and psychographic characteristics of customer, specific target at which to put efforts will be defined.

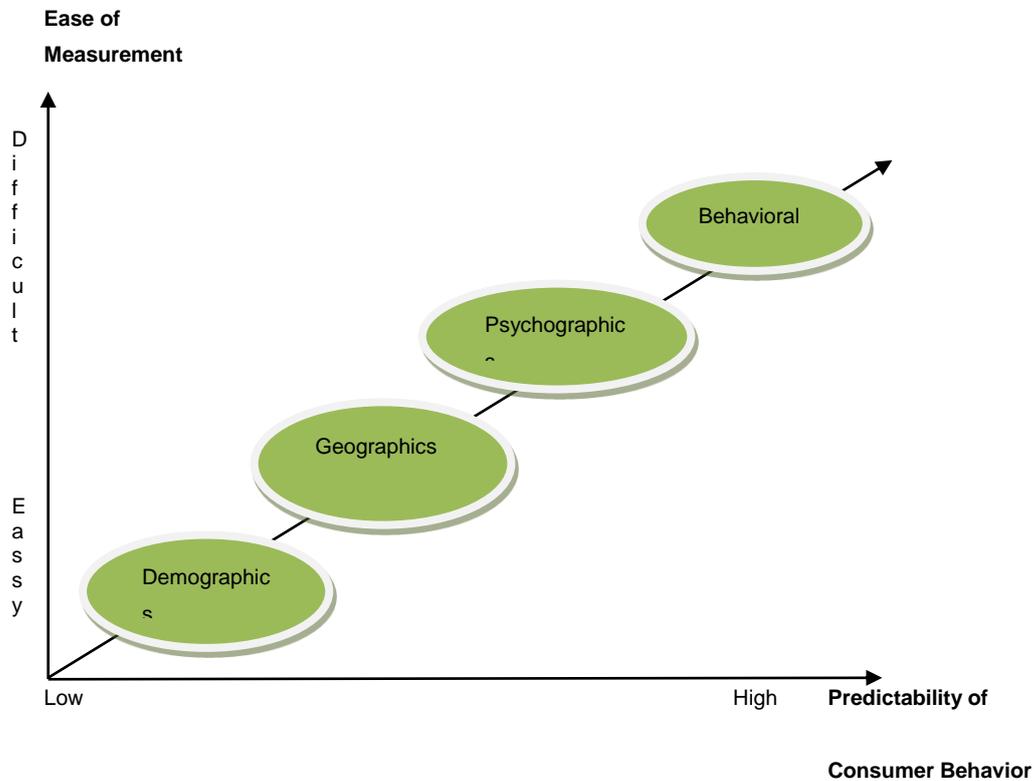


Figure 1. Classification of Four General Targeting Characteristics. (T. A. Shimp 2010, 99)

Those four major targeting methods are divided in two considerations:

1. How easy or difficult it is to obtain information based on which the targeting decisions will be made.
2. How predictive the consumer choice behavior is.

To make concrete targeting decisions, all factors should be considered, but the choice of the variables usually depends on the company’s comprehensive marketing research, on customers profile and their buying behavior.

Demographics mean age, gender, family status, occupation, education, race, nationality, religion, income, etc. These criteria help to identify consumer needs, wants, product consumption, and media usage. The whole population of Finland – 5,471,753 at the year 2014, where 2,691,863 is male population and 2,779,890 female. Finnish population grew by 20,483 persons during year 2014. About 87% of the population growth occurred in the

Uusimaa and 77% in the Helsinki region. This statistics describe Finnish and foreign citizens permanently resident in Finland.

Table 2. Basic demographic profile of the Cinnabon bakery customers according to the questionnaire and Facebook report.

Age	Majority is below 21 up to 55
Gender	Both men and women
Family status	Single, married, not married couples, families with kids, teenagers
Occupation/Education	Students, office clerks, sales people from local shops
Nationality	Mostly Finns, but also foreigners
Income	Average monthly income

Geographic is used to segment consumer market based on geographic location. Both demographics and geographic can't be used as primary selection criteria in defining target audience. We can't assume the fact that if people live in particular area, they have similar preferences, attitude or behavior. Also, it is important to mention that this segmentation has quite broad meaning – it may cover a particular district, or the whole continent. It may mean location by country, region, state, city, distance, climate, etc.

Psychographic targeting stands by segmentation by lifestyle, activities and interests. Generally, psychographics mean information about consumers' attitudes, morals, motivations, and lifestyle as they relate to buying particular product category. This information helps to design advertising message and select appropriate media channels.

There are different methods to create a general purpose psychographic profile, for example Yankelovich MindBase psychographic segmentation scheme, which consists of eight general segments and thirty-two specific sub segments and also SRI Consulting Business Intelligence's (SRI-BI's) VALM systems. Direct marketers and other marketing communicators use these methods to design advertising campaigns to best match the attitude, values, lifestyle, etc. of their target market.

Basic psychographic profile for Finland from Dr Tarja Moles'book.. Tarja has a PhD in history and over fifteen years' experience in contemporary and historical research. She is an author, writer and researcher.

Table 3. Basic psychographic profile for Finland. (Moles 2012, 56)

<p>Nationalism and Identity:</p> <p>“They respect others’ privacy to such an extent they avoid looking you in the eye.”</p> <p>The Finns are convinced that there is no better country than Finland, which they call Suomen Tasavalta – Suomi for short.</p> <p>The slogan “Swedes we are not, Russians we do not want to become; let us then, be Finns” was coined in 19th century and still reflects the Finn’s pride in their national identity.</p>	<p>Manners and Mores:</p> <ul style="list-style-type: none"> ➤ No small talk ➤ Keeping it curt ➤ Keep it terse and understated ➤ Finnish swearwords are so powerful that Finns often modify them to dilute their impact ➤ Punctuality. You must not keep people waiting! ➤ Greetings. Kissing on the cheek is embarrassing. Use “hei” or “hyvää päivää” in more formal cases. Brief hand shake is applicable in case you meet someone for the first time. Hugging is not awkward only if you are friends. ➤ Hospitality. The guest-host etiquette is full of unwritten rules that ensure that both sides appreciate each other efforts. An invitation means that you need to bring something with you – coffee, chocolate or flowers.
<p>Attitudes and Values:</p> <p>Equality - the concept of equality forms the basis of the Finnish welfare system.</p> <p>Honesty – in Finland honesty is not just the best policy, it’s the only policy. The Finns are among the least corrupt and most transparent nation in the world.</p> <p>Practicality and comfort for living is important.</p> <p>Being green</p>	<p>Behavior:</p> <p>Eating & Drinking:</p> <ul style="list-style-type: none"> ➤ coffee lovers – leader in coffee consumption in the world ➤ at least two hot meals per day ➤ Seasonal and fresh food (wild berries in the late summer, crayfish in August, mushrooms in the autumn, etc.) ➤ sausages and beer after sauna ➤ No. 1 ice-cream consumers in Europe <p>Salmiakki is a passion</p>

Behavioral and attitudinal variable considered to be one of the best ways to identify a consumer group for marketing purpose. Examples can be: benefits, cases of usage, user status, loyalty status, attitude toward product, price sensitivity. The idea is to analyze what kind of value group of customers expects from specific offering.

For instance, working young adults put more value on speed of service and convenient location of the business, whereas teenagers and older population prefer product affordability and discounts. So, marketers should define what to put in marketing message to reach each segment, emphasizing what people need or what kind of benefits they seek for.

Segmenting by usage occasion allows marketers to divide customers based on the occasions when they buy or use product/service. This grouping includes user-status (first-time user or regular user, non-user). This scheme is important when marketers want to increase sales by selling and promoting to non-users or light users. Are customers tend to be brand-loyal, or there are many switch users, and why?

Targeting customers is a starting point for all decisions concerning marketing campaigns. It allows to deliver precise message without wasted coverage on the people who are outside of target market.

3.2 Competition analysis

Detailed and complete competitor analysis is an important tool for organization to realize and emphasize its competitive advantage in compare to other companies, as well as to make profit of it.

One of the steps of this process is not as easy as it may look like – to determine who the competition is. There are 3 different types of competitors an organization can face while entering new market.

Direct competitors - businesses that offer the same or identical products. This is significantly important to find out who are they, because they are concentrating on the same customer niches. Those businesses usually have loyal followers, and it is difficult to compete for a new company, even if it has better product/service.

Even though Cinnabon has no analogues and this is impossible to create the same type of product, we may consider any café that concentrates on sweet products and bakeries as a company's main competitors. There are three major businesses recognized in the Uusimaa area, which have similar concept to Cinnabon.

First one is **Arnolds**. This is the first bakery chain in American style opened in Finland. Business started in 1991, and now over 30 bakeries are functioning all over the country. Business is operating mainly in the shopping malls and in crowded places. Arnolds is franchisee, and each café has its own entrepreneur. It was chosen as a Franchise Chain of the year 1999 and 2011. Their product range contains cakes, muffins, ice-cream, donuts, toast, salads, smoothies, coffee, etc.

Arnolds is well-known brand with high brand-name recognition. Official colors of Arnolds are light-blue and brown, which is close to Cinnabon. They have branches in Citycenter, Forum, Itis, Kamppi, Kaari, and in Vantaa and Espoo, plus all over the country. Arnolds is well-known brand that has lots of customers and fans.

Cinnabon's second biggest competitor is a **Picnic** – a popular chain of cafes among Finnish teenagers and young adults. Picnic offers wide range of products – baguettes, cakes, muffins, salads, smoothies, sandwiches, bakeries, deserts, coffees, etc. Restaurants are spreading in Finland fast, almost on each corner, and in each district you can find it. There are at least 26 restaurants in Helsinki, Vantaa, and Espoo area. Company offers delivery – you can order food and drinks on the website.

The third major competitor is **Roberts Coffee**. This is well-known place in Finland, which operates almost everywhere. Their cafés in Helsinki area are always overcrowded and full of people of all ages. They are specializing on high quality coffee and tea drinks, sweet and salty bakeries. Company operates on franchise concept. It was founded by Robert Paulig in 1992 next to the Stockmann department store in Helsinki. "First-class, freshly roasted coffee and premium tea. Heartfelt service. A pleasant environment."

Roberts Coffee is a traditional place with a long story and high brand-name recognition in Finland, Sweden, Estonia, and even Japan. The quality of products is excellent, and quality-price ratio is affordable. It is easy to find it – coffee shops are situated all around Helsinki area.

The fourth place is **Aschan Coffee & Deli**. There are 17 coffee shops in nine different cities around Finland. Café has wide range of products – sweet and salt bakeries, drinks, and even breakfasts and lunches.

Indirect competitors – businesses that offer close substitutes to the products/service. Those companies target the same basic needs. For instance, small coffee shop La Torrefazione situated on Aleksanterinkatu could be an example. Café provides high-quality coffee, made by baristas, salads and sandwiches, bakeries.

Another example is Starbucks, which was opened in Helsinki not that long time ago. Opening of this place was a boom among Finns; there are long queues there all the time.

Marian Konditoria, Karl Fazer Café, Café Engel, McDonalds and other popular places in the Uusimaa area are seen as indirect competitors, which has different product range, quality and concept, but dedicated to similar customers and their needs.

Future competitors – companies that are not yet competitors but could move to this role at any time. Under this point we could consider small local bakeries which could become popular and create a competition for Cinnabon. One example is **Natalian Konditoria**. This is a small one-man bakery that makes cakes for parties, birthdays, weddings, etc. All products are done by order only.

It is impossible to identify all direct and indirect competitors, but understanding top 5 to 10 makes it easier to analyze what are company's strengths and weaknesses in compare to them, to understand their strategies and behavior.

To analyze the level of competition inside the industry, Porter five forces analysis will be implemented in this research. This framework helps to determine whether business can be profitable or not using other businesses in the similar industry. Competitive rivalry measures how intensive competition is now at the marketplace by the number of existing businesses. It is considered to be high when there are few equal businesses selling similar product or service. Cinnabon faces huge competition from Arnolds, Picnic, Roberts Coffee, Aschan Coffee & Deli and newer performers. All mentioned competitors have larger resources and financial support. Bargaining power of suppliers analyses how much control suppliers have over company and how it may effect company's prices and profitability. Cinnabon orders parts of the products from Finnish suppliers, for instance butter, kitchen apparel, beverages, but most of the orders come from USA, for example

original packages, bags, coffee, baking powder, etc. Increase in price and transportation fees will have a huge impact on prices and profitability of the company.

Bargaining power of customers, or power to impact on price and quality considered as low when small amount is purchased and product is unique. Cinnabon products have no analogues and, even though its brand recognition is not high in Finland, bargaining power of customers is considered as low. Threat of new entrants investigates how easy or difficult it is for new business to enter the market place in the same industry. There is no huge capital costs required to open a café in Uusimaa area, but advertising, branding and creating of product demand needs money to invest. Threat of substitute product or service studies how easily consumers switch from company's product or service to that of competitors. There is a demand for business like Cinnabon in Finland and it is expected to grow in foreseeable future, so this force probably will not affect company.

3.3 Environmental scanning and analysis (SWOT)

Environmental scanning and analysis means methodical collection and interpretation of information concerning internal and external factors that may influence marketing and performance of the company. Internal audit is all about learning situation inside organization, whereas external audit studies external environment.

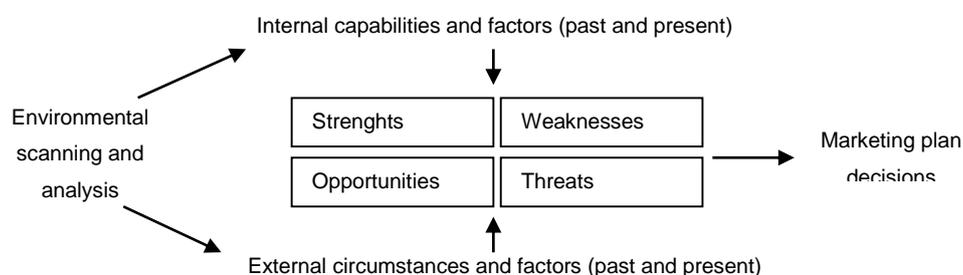


Figure 2. The process of environmental scanning and marketing planning. (M.B. Wood's 2010, 28)

According to M.B. Woods (2010, 29), internal audit includes resources and capabilities of the organization, previous performance of the company, key issues and current offerings. All those factors show how well company fulfills its mission and fit into the market place, as well as contribute to the company's strengths and weaknesses using marketing to deal with opportunities and threats.

Strength is an internal factor which helps organization to achieve its goals and objectives, making the most of the opportunities or deflecting threats. Weakness is an internal

capability which prevents company from achieving its. Complete analysis of an internal environment helps to understand the current situation and strengths you can rely on while implementing marketing plan.

Table 4. Internal audit of Cinnabon. Strengths and weaknesses.

STRENGTHS	WEAKNESSES
Work is performed on the basis of franchising	Lack of brand awareness and image
Company has a long and successful story, well-known to many people	A lack of flexibility in production process
High-quality and unique product	Product is not lactose or gluten free, and contains sugar
Product, packaging and bakery design are trendy and stylish	Product supply mainly depend on US franchisor, and many similar ingredients can't be bought in Finland
Product has no age limitations and dedicated to all those who like sweet food	Current location and difficulties with getting new and more crowded place for bakery

As stated by M.B. Wood's (2010, 29), external audit is an important tool for analyzing opportunities and threats. It covers political, economic, social-cultural, technological, ecological and legal factors in the environment (or PESTLE), and competitive factors that may present opportunities or cause threats.

Table 5. Internal audit of Cinnabon. Opportunities and threats.

OPPORTUNITIES	THREATS
To increase brand awareness	Intense competition
Higher demand for unique and high-quality products	Current economic situation may affect on demand
Rapid expansion of the business in the Uusimaa area	

Varied product range	
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Strengths support company's ability to reach long-term and short-term objectives:

- Work is performed on the basis of franchising. Company has an established product and brand with high brand-name recognition. US franchise offer continues support to the business.
- Company has a long and successful story, well-known to many people. Cinnabon is a chain of bakeries which operates since 1975. Bakery's history is glamorous, legendary and represents old-fashioned quality.
- High-quality and unique product. That's impossible to make identical product anywhere else, because receipt and products are unique.
- Product, packaging and bakery design are trendy and stylish. The colors of Cinnabon are light blue and brown, it creates and highlight company's image.
- Product has no age limitations and dedicated to all those who like sweet food. That means that company has huge and almost unlimited target audience.

Weaknesses are internal factors that may prevent Cinnabon from achieving its goals.

Some of them include:

- Lack of brand awareness and image. Cinnabon is a new company on the Finnish market and therefore it faces a lack of brand awareness among its target segments. It is important to position brand, create its image and let people know about product benefits in order to attract customers.
- A lack of flexibility in production process. All receipts are traditional and always will be so, according to the agreement with franchisor. In addition to that, franchisor monitors production process and requires it to be precise and according to the standards.
- Products are not lactose or gluten free, and contain sugar. Even though there are plenty of allergic people, company is not able to modify product to fulfill their needs and preference at this moment.
- Product supply mainly depend on US franchisor, and many similar ingredients can't be bought in Finland. Likely, not in full, but company depends on suppliers. Some identical products can't be bought in Finland (coffee beans, plastic cups with logo, cinnamon, etc).
- Current location and difficulties with getting new and more crowded place for bakery. This is a challenge to get a place for a bakery from Citycon (a leader in shopping centers in the Nordics and Baltics), or in Kamppi.

Cinnabon plans to develop the following key opportunities:

- To increase brand awareness. Cinnabon products are dedicated to the people who like sweet food, and there are many of them in Uusimaa area. Cinnabon produces traditional and high quality bakings, the only thing left – make people know about it through marketing channels.
- Higher demand for unique and high-quality products. Cinnabon is an affordable delight. Attractive packaging allows buying it for a present and party. Product and packaging design are important drivers of gift purchasing.
- Rapid expansion of the business in the Uusimaa area. The Uusimaa area is the most populated in Finland. There is an increasing demand in new services and products.
- Varied product range. Current Cinnabon product range consists of 14 different products. It will be expanding as long as company gets more customers.

Company recognizes the need to fight with the following threats at the beginning of marketing campaigns:

- Intense competition. There is a huge amount of bakeries and café chains in Helsinki area, as well as many smaller local places.
- Current economic situation may affect on demand for Cinnabon products. Lack of working places and lots of job cuts effect customers' purchasing power.

3.4 Interview with management about future perspectives and company's promotion expectations

Analyzing the current external and internal situation is a starting point of any marketing plan. Before entering Finland, company's management put a lot of efforts into understanding political and social-cultural changes, economical and legal issues, technological trends and how it will influence the ability to attract and retain customers. Cinnabon has clearly defined its target audience, the main criteria for which is only to be a sweet tooth, no matter what is your age. All current marketing campaigns of Cinnabon are dedicated to build company's image among Finnish customers – unique, fresh and high-quality. The main idea is that traditional Cinnabon bun can be done and bought only in the bakery, this is impossible to make it at home, or to try it anywhere else. Positioning is clearly formulated within the company – to create a competitively unique position for the product and brand in the mind of target audience. The future prospective of the Cinnabon is to distinguish brand apart from competitors through making it meaningful to customers

using “fresh buns every day” positioning. Company is aiming high – during the next year two more places will be open in the Uusimaa area, and when the brand image will be created, business will expand all over the Finland through opening new places in Turku and Tampere, and selling franchise to the businessmen in smaller cities in Finland.

Products contain gluten and lactose, and personnel inform customers about possible allergy reactions. According to the recent research of The Dairy Council, 17% of Finnish population has lactose intolerance.

To support marketing strategies, different communications tactics are used:

- Advertising (Metro magazine, discount coupons, radio ads as a future plan)
- Social media (Facebook fun group)
- Public relations (participating in Helsinki Restaurant Days, independent bloggers)

Cinnabon has clearly defined Product/Price/Place/Promotion scheme by now, at the same time, company is flexible and ready for challenges and unexpected problems. Futures prospective are optimistic, and some loyal customers have already been found.

Introducing and expanding new product/brand within a new country is always a difficult job that requires lots of work and thinking on how to make people know about it, buy it and differentiate it from competitors.

3.5 Analysis of customer feedback

To complete consumer analysis and to understand their needs, questionnaire was conducted in the bakery.

The total target population of the questionnaire was 50 of Cinnabon customers, chosen by simple random sampling method, and it took a week to complete it. There were two versions provided, in Finnish and in English. Both of them can be found in attachments.

To divide customers by categories different age groups were created, so that respondent can fit only to one of them: below 21, 21-35, 35-55, over 55.

To present the information, simple chart was used, derived from a summary sheet.

Table 6. Age distribution of Cinnabon customers:

<i>Age</i>	<i>Number of customers</i>
Below 21	7
21-35	24

35-55	14
Over 55	5

Table 6 presents the number of customers divided by age groups. The major group is 21-35 or young adults. Older population of the age of 35-55, or mature customers, also attends bakery frequently. Younger and older generations are less loyal to Cinnabon, rather than others.

The second question was about gender, and survey shows that 30 respondents were women and the rest 20 are men. In the third question concerning country of origin 45% of our respondents were Finns. One woman was from Mexican, other – Russian, the third one is Korean. There were also two men – Indian and British.

With support of this information, we could define who the Cinnabon Helsinki consumers are and draw their initial portrait. Received data refers to demographic criteria. These criteria are easily used form for describing or defining market segment, which becomes the target audience, or target market, in case it is the segment at which the add is to be directed.

There are also possible threats in defining your customers using this method, as it is not that concrete. All other groupings should be used to make an analysis more precise and intelligent.

In the questions number 2, which was designed especially to measure brand loyalty, customers were asked to mark how often they visit Cinnabon within a week.

Few options were provided:

1. Once a week – 9 people have chosen this option, 6 women, 3 men
2. 2-5 times a week – 2 people, who are our loyal customers, both of them are foreigners, man from Indian and Russian-Finnish woman.
3. Every day – no respondents
4. Other or rarely – 39 respondents

The third question was designed to answer two important for this research questions:

- What motivates consumers to buy, and
- What do they look for in a product

Customers were asked to evaluate price, product, and customer service and price-quality ratio from 1 to 5 point, where 1 means poor and 5 means excellent. Also, respondents were asked to mark which product they prefer from our product list.

Four respondents gave 5 points for the price, so it means that they are totally satisfied with it. Important to mention that 3 of them are younger than 21, one person is a loyal customer who visit bakery at least once a week. Interesting fact, that they gave 5 points for all criteria that were mentioned in the questionnaire and their favorite product is Classic Cinnabon. One person mentions that she tried only this one and became a fan of it immediately.

Nineteen respondents graded our price with 4 points, and we consider that they are satisfied with company's price formation. About 80% of respondents in this category graded the rest of the criteria as 4 and 5; only two people think that our Price-quality ratio is on intermediate level, or grade 3. The age group here is primarily 21-35 year old or 12 respondents. The favorite product of most is Classic Cinnabon and Pecanbon on the second place.

Twenty respondents marked 3 points for the price. What is surprising, that most of them graded Price-product ratio as either 5 or four, so we can make a conclusion, that overall our customers from that category are satisfied with price. One woman marked that the bun and coffee were really good. As about favorite product – here opinions vary a lot – from Classic Cinnabon to Coffee.

Six respondents marked our price as 2 point only. All of them were satisfied with Product and Customer Service, but we can't say the same about Price – Product ratio, unfortunately. In one case, this is marked 1 point. In recommendations, people have written that they would like to have smaller and cheaper products in the product range, more advertisement, working espresso machine, bun with berries, which produced in US Cinnabon.

To analyze advertising channels, question "From where you have heard about Cinnabon?" was created. Major amount of our customers (16) have noticed Cinnabon in the Arabia shopping mall, and stopped there by chance. One person said that she really likes how the shop looks like. Few of respondents live in the Arabia district. Ten people have heard about Cinnabon from their friends, family members, etc. This shows that word-of-mouth promotion works in our case as well. Nine respondents have found bakery via

magazine, Facebook and Internet promotion. Many of the respondents mention Iltalehti advertisement. Three customers have already tried Cinnabon in US or somewhere else abroad, and other two have seen our advertisement on the Cityshoppari.

The last question of the survey was open-ended, and it was asked to write recommendations for improvement. Unfortunately, not all respondents filled in this field. One woman, who is our loyal customer, says that she would like to see more Cinnabon bakeries opened in the Uusimaa area. Other man says that coffee was really good, but unfortunately he can't say now anything about the rest of the products as he didn't try them yet. The next feedback is from one woman who says that taste was extremely good and customer service was friendly, but it could be a little bit cheaper. Three of our customers recommend to broad bakery product range, add extra tastes. Two people complain about high price of the product, and the rest two want other locations – in Helsinki and Espoo. Three customer demand less sugar in the product, as it is too sweet, as well as would like to know, what product consists of. One person mentioned that he wants it to be healthier. One customer complains that tables are shaking in the bakery, and woman asks management to inform cashier about discounts.

4 New IMC of Cinnabon

Nowadays, consumers are overwhelmed by huge amount of online and offline advertisements. If marketing message is not relevant to consumer needs, it easily can be overlooked or, even ignored. IMC helps to communicate brand's messaging with customer through variety of communication channels to create brand awareness. Consumers tend to interact with brands through blogs and digital interfaces; therefore, IMC is more cost-effective tool. Companies can view the performance and success of campaigns and communication tactics as a whole picture, not as fragmented pieces.

4.1 Objectives of the marketing plan

As M. B. Wood's states (2010, 97), marketing objectives are targets for achieving results in marketing relationships and activities, which will bring the organization closer to its long-term goals. Little by little, achievement of each objective will bring the organization closer to fulfilling its purpose. Successful characteristics of marketing plan objectives should be relevant to company's mission and goal, specific, time-defined and measurable, realistic, but challenging, consistent and appropriate in light of opportunities and threats.

There are three main categories of objectives. Financial objectives are targets for managing financial results with support of marketing strategies. Marketing objectives are designed to reach goals in marketing relationships and activities. Societal objectives indirectly influence marketing and financial achievements and they are related to social responsibility. Objective and targets vary for every organization. It is important to keep organization's objectives achievable and related to the resources, competencies and marketing tools. The main purpose of financial objectives is to use marketing to reach certain financial results. Financial objectives are measurable and time is defined, organization may track progress, regulate targets or change marketing activities if needed. They define external results, as well as internal requirements.

The purpose of marketing objectives is to set targets for managing customer relationships and actions. Marketing objectives should not confront with financial objectives and create conflict, for example to increase both market share and profitability.

The purpose of societal objectives is about using marketing to achieve results in social responsibility. Increasing number of actions businesses do to maintain social responsibility shows that these days, customers, suppliers, employees, trade unions and others are

looking closely at what company does for society. Therefore, organizations include societal objective in their marketing plan, because they help to handle relationship with customers and suppliers.

Set of marketing plan objectives for Cinnabon bakery in Finland.

Financial objectives

- To achieve a minimum weekly sales volume per bakery of €5000 by December 2015 in Arabia shopping mall
- Increase average check price up to €15 by December 2015 in Arabia shopping mall

Marketing objectives

- Increase amount of loyal customer by the end of the year 2015
- Launch at least 2 new successful advertising campaigns by December 2015
- Acquire new customers on the daily basis and expand customer base
- Increase customer satisfaction by adopting product to the market preferences
- Open two new locations in Espoo and Helsinki in winter 2016

Societal objectives

- Doing business with “green suppliers”
- Sorting waste for recycling
- Inform employees about importance of recycling & sorting
- Control use of electricity and water consumption

4.2 Integrated marketing communication strategy

After defining concrete marketing objectives, organization start selecting useful marketing communication strategy and methods. Promotional mix concept is used to reach organization’s promotional goals. Promotional mix is a combination of strategies and cost-effective distribution of assets. All strategies complement and support each other. Different types of trade promotions are a part of push-pull strategy. Push strategy is

targeted to retailers and intermediates that push product through the channels with a mix of advertising, personal selling, and buying discounts. Pull policy is used to create customer interest and demand. Pull strategy ultimate customer to choose and buy particular brand in the store (Wood's 2010, 182)

Cinnabon uses social media tools, or Facebook fun page as a part of its pull strategy, which is kept active through weekly competitions with prizes. Degustation samples, as well as flyers are given away on the daily basis in Arabia shopping mall.

Promotional mix consists of 5 important tools. (R. Mullin 2014, 30)

First one, advertising, is non-personal promotion. This way is effective if organization's goal is to inform large number of people about brand or product. With the help of this tool people become aware of the brand, start recognizing it, and, as a result, purchase it. This is an excellent way to build brand image and awareness. Advertising may include television, radio, newspapers, cinema, posters and billboards, Internet and social media. It consists of two major activities – planning messages and planning media. It is important to think before – what will your message say and how it will sound. Will your message persuade people softly, or it will induce target customer to answer now?

Second tool, sales promotion, includes customer sales promotion as well as channel and sales force promotion. This is the best way to convince customer to try a new product/service and then you can easily measure your success, for example, by counting number of discount coupons returned.

Field marketing is used to engage customers by taking sales promotion to their places – offices, shopping districts, store, etc. Demonstration of the product at the place where your target customer live, work or relax is a good marketing opportunity. Third tool, personal selling is a two-way communication, consists of many forms – traditional sales processes, Internet sales, or telemarketing. It helps to reach customer, to build strong relationships. Some customers require personal attention to handle unique problems, or large orders. Direct marketing means reaching target customers by encouraging direct response. This way of communication may occurs through letters and catalogues, television, radio, e-mail, Internet ads, newspaper ads, telemarketing, faxes, mobile phones or personal selling. The objective is to get a customer to buy or ask for product information or simply agree to receive further messages.

The last tool Public Relations or PR. PR helps to build positive image of organization among its employees, customers and investors. Some of the main objectives of PR may include:

- Developing and managing company's image – positive image helps to set up close relations with target audience.
- Communicating information
- Building brand and products awareness
- Identifying possible issues concerning product and organization, social responsibility, etc.

Table 7. Examples of promotional mix for Cinnabon bakery in Finland

Tool	Example	Purpose	Customer segments
Advertising	Internet, Metro ads, product and company brochures distributed by promoters in Arabia Shopping Mall, participating in Restaurant Days	<ul style="list-style-type: none"> ➤ Efficiently provide large amount of target audience with information about bakery's existence in the Uusimaa area, general products and prices ➤ Create interest in Cinnabon products through target audience 	Customer segments of all ages in Uusimaa area
Sales Promotion	Degustation samples in Arabia shopping Mall next to the bakery and to the possible customers, discount coupons, premiums, bonus packs, contest, point-of purchase material, Groupon and Cityshoppari, field marketing (Arabia district)	<ul style="list-style-type: none"> ➤ Allow prospect customers to examine and experience product ➤ Attract customers by reducing price ➤ Offer extra products for free to increase the value ➤ Attract attention and create excitement 	Customers who live in Arabia district or close to it. Customers who visit Arabia Shopping Mall frequently

		<ul style="list-style-type: none"> ➤ Using different methods for effective in-store promotion 	
Personal selling	Advices on how to use a product at home, creation of personalized cupcake designs, politeness and product awareness of sales persons	<ul style="list-style-type: none"> ➤ It helps to build connections with customers, educate them about product ➤ Create loyal users 	New customers of all ages
Direct marketing	Customer care line, Internet & Social media promotion	<ul style="list-style-type: none"> ➤ Reaching target audience ➤ Requiring direct response 	Younger population with Internet access, active users of social networks
Public Relations	Public appearance, media relations, voluntary work	<ul style="list-style-type: none"> ➤ Create positive image ➤ Build relationships with customers and future business partners 	All customer segments, older people and families with kids

Social media marketing is a tool used to achieve marketing plan objectives and goals, to attract visitors of various websites, to build and increase brand awareness, and to create and maintain communication with publicity. Nowadays, social media marketing has become extremely popular, and many organizations use it more than traditional marketing tools, or even instead of it. Cinnabon Helsinki also created social media marketing campaigns – Facebook fun page and Instagram account for picture sharing.

5 Conclusions and recommendations

The main goal of this research was to create an efficient integrated marketing communication plan for recently opened in Finland bakery/café Cinnabon. Cinnabon is operating on the basis of franchising. When the research was started four months ago, the company had not yet launched any sufficient marketing campaigns, and it was at the beginning stage of its expansion on the Finnish market. Therefore, almost all of the decisions and marketing methods described have already been implemented and the rest will be launched in the closest future. This study describes vital integrated marketing communication techniques, as well as different promotional strategies like sales promotion, advertising, public relations, direct marketing and personal selling.

To get deeper understanding of what kind of marketing techniques could be used by the Cinnabon to reach its clients, analysis of the company and environmental scanning were conducted. In addition to that, customer feedback was collected at the bakery, to find out customers' needs and desires. As the research was completed in combination with case company's management, an interview with the managing director about future perspectives and company promotion expectations was conducted at the beginning of the project. Management team assisted and guided me through the whole research process. Outcomes and analysis provided in this study are supported by both theoretical frameworks and personal observations.

According to the customer survey, within a short-time period, Cinnabon bakery has already found few of its loyal customers. Overall, people are satisfied with products, pricing, and price/quality ratio. The interview with the management showed all the difficulties company has faced while entering Finnish market and some of them still actual. First major issue has been that Finns are not aware of Cinnabon yet, and competition in the restaurant industry in Finland is high, as research shows. Secondly, the current business location in the Arabia shopping mall doesn't allow business to expand.

Since the May this year, many planned activities, provided in this study, were implemented. Regarding Advertising, Sales promotion and personal selling, and some part of direct marketing, all planned advertising techniques were completed, or are still in the progress. Further activities of the Cinnabon will include mostly public, media relations and intensive social media promotion, as well as voluntary work to create a positive image. In addition to that, company management will have negotiations concerning changing business location and moving bakery to the Central Railway station area.

During this research project massive amount of experience in the field of marketing and social media advertising has been gained. I have a better understanding of how business works in reality and what it actually means – launching a new business in Finland in a restaurant industry. While doing this project, I have noticed personal interest towards integrated marketing communications, social media advertising and online campaigns development, and considering this, all of those aspects were chosen for future specialization and possible career development. I have improved my project management skills, especially in time management and in using qualitative and quantitative research techniques. Overall I consider this research project as a good academic experience which supports previous studies and will be useful for my future career in the field of marketing and communications.

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Appendices

Appendix 1. Interview with Cinnabon bakery management

Answers provided by Jevgeniya Petrova, managing director

1. Was there any marketing research conducted before cafe opening? (Competition, defining target customers, national preferences, marketing mix, etc.)

Answer: Economical research had place before opening. Solvency, style of life, cost of living, how much people are able and willing to pay for the products. The outcome of the research shows that Finnish lifestyle is close to American, as well as ability to pay is quite high, despite on economic crisis. This basic research shows that there is a need for Cinnabon in Finland, and the demand for it.

2. Background for opening Cinnabon

Bakery owner Roman Shevchenko holds master franchise for Baltic countries and Russia (Vladivostok and Khabarovsk). Master franchise allows him to sell it to other entrepreneurs. MegaGroup company is a provider of Cinnabon franchise and master franchise within the Russian Federation. Areas of expertise of Roman are Russia, particulary Vladivostok and Khabarovsk, and currently, Finland.

3. What is the payback period of Cinnabon? Were investments high? How is it going now?

Some equipment in the bakery was taken from Latvia, and initial investments were at the same level as usual bakery opening cost in Helsinki area. The usual payback period is from 6 to 12 months. Currently, business is not doing well, but we need to consider that currently bakery is operating less than half a year. There is spare equipment for two more places around Uusimaa in the storage, and we are ready to put it into action quite soon.

4. What kind of problems and risks business faced while entering Finland?

The major problem that we currently have is huge amount of allergies in Finland. There are a lot of lactose and gluten free products here, as well as people who can't consume products which contains it. Unfortunately, Cinnabon recipes are traditional, and this is impossible to change it anyhow. One of the reasons is that our franchisee

will never allow it. We decreased the amount of fats in our cream cheese sauce, however. Now it is 30% instead of 70%. We are constantly informing our customers about possible allergy reactions, and if they say that they may have any, products will not be advised to them.

The second issue is a location. We evaluate our current position at Arabian Kauppakeskus as 3 out of 10 points. This is quite difficult to get a proper place in Forum and Kamppi shopping centers, but we are working on it. We understand that shopping center in Arabia is used mostly by the locals, and most probably people will not go there from the Helsinki center accidentally.

The third issue is our product range. We can't extend it right now due to the low amount of customers. For example, in other countries there are Cinnabon sticks which are quite popular. Some customers ask for them here in Helsinki as well. We would like to implement it, but the order that we should make from UAS is high, and we will never be able to sell that huge amount of products here. It will be 100% unprofitable.

5. What is your competitive advantage or how you differentiate yourself?

Our main difference is that you will never ever find identical product anywhere else. Cinnabon holds patent for its products and production process. Furthermore, there are factories which produce products especially for Cinnabon. This is impossible to bake Cinnabon rolls at home as well. This is a traditional product with a long story, which is exclusive and authentic.

6. What are future plans for Cinnabon? Do you plan many marketing campaigns?

Our bakery has a big and intensive plan for expanding around Finland. Our first place is Arabia shopping center and in November/December one more place will be opened either in Iso Omena shopping mall or Myyrmäntti or Kamppi, depends on our success in negotiations.

Within the next 5 years we are planning to open 15 more places in Helsinki, Vantaa, Espoo regions, in addition in Turku and Tampere. Also, about 15 franchises will be sold to the entrepreneurs in other Finnish cities.

As for marketing, we have discount coupons circulated around Arabia and Helsinki district. Advertisement was given in few magazines (like Metro and Iltasanomat) and on the webpages. We use City Shoppari to let people know about us. We also

participated in Helsinki Restaurant Day last May and are planning to participate again in August. There were also few blog publications about Cinnabon opening in Helsinki.

7. Could you give me any recommendations for my research?

As foreigners, we need to understand consumer needs here, in Finland. What are their traditions, allergies, which customer service they appreciate, where they will go, and where not, and why?

With knowing that, we can find out how to build effective marketing campaigns to attract more people, and what is more important to make them loyal customers.

Appendix 2. Paid Social Media Advertising Plan for Cinnabon

Nowadays, Cinnabon Finland doesn't have landing page and it is still on the stage of planning. There is a functional Facebook page with daily updates, events and competitions for followers. Instagram account of the Cinnabon Finland has also recently been implemented.

Some of the current customers or perspective customers know what Cinnabon is and have already tried Cinnabon's products before in US or in other countries. One important goal of the Cinnabon Finland promotion strategy now is to let those people know that Cinnabon actually is in Finland. Second goal is to acquire new customers – or to make those who don't know anything about Cinnabon aware of it and, in perfect situation, addicted to it. Cinnabon Finland does its products according to all requirements and holds full responsibility for products' quality and freshness.

Cinnabon Finland uses mostly traditional tools of marketing. Here are some of them:

1. Flyers, coupons, Metro advertising
2. Participation in events, like Restaurant Day
3. Providing customers with degustation samples and discount coupons in the Arabia shopping mall and in Arabia district
4. Groupon advertising was launched in the summer time to increase sales, but it was not then successful as was planned.

So, as we can see, huge niche in Social Media Advertising is still empty, and the goal of this work is to create vital paid social media advertising plan for Cinnabon Finland with all assets it has nowadays. I would like to start from analyzing and creating Facebook advertising, as it is the only social media tool used currently, which needs to be improved.

Cinnabon would like to raise attention on its Facebook page and promote Cinnapacks, which are constantly discounted up to 45%. Conducting paid Facebook advertising campaign could be a solution for that case. The first step is creation of campaign name, or "Cinnabon in Finland", and the goal that company wants to reach via Facebook ads – "Page Likes, promote your page". Bakery is located in Southwest Finland, Helsinki, 00100, and this should also be defined precisely in Facebook advertising.

As we can see from the report provided by Facebook on company's existing Facebook group Cinnabon in Finland, company's major customer group is women at the age of 25-34 (23%), but percentage male fans at age of 25-34 is sufficient enough to include them in our advertising activities (15%). Also, major group of Cinnabon's fans are 18-44 years old, so we could set up campaign settings according to this. This particular campaign is dedicated to all (both male and female) with age range of 18-44. Language settings could include Finnish and English languages. Interests' part will cover such entries as bakery, bun, cinnabon, cinnamon, cinnamon roll. Initial daily budget is 5 euro, and it could be adjusted in case any extra functions will be required.

Example of image/ banner. №1



Headline of this campaign: Cinnabon in Helsinki! and text: UP TO 45% DISCOUNT ON WORLD FAMOUS BUNS!

The second campaign that Cinnabon could create is a Halloween party on 31st of October. For this type of Facebook activities, function "Promote your event and campaign name "Halloween with Cinnabon" could be chosen. Target audience selection criteria are left the same as in previous campaign, so both genders at the age of 18-44.

Example of image/ banner. №2



Heading for this campaign:

“Celebrate Halloween 2015 with Cinnabon Helsinki”

Text:

“COME ON 31st OF OCTOBER TO OUR STORE AT ARABIA SHOPPING CENTER IN A SCARY COSTUME AND GET CUPCAKE FOR **FREE!**”, all letters are capital to catch followers attention. Possible call to action: Join event

Appendix 3. Customer feedback form in Finnish

Asiakkaan palautelomake

Ikä:

- ✓ Alle 21
- ✓ 21-35
- ✓ 35-55
- ✓ Yli 55

Sukupuoli:

- Nainen
- Mies

Kotimaa

- Suomi
- Muu

Kuinka usein käyt Cinnabonissa viikossa?

- ✓ yhden kerran
- ✓ 2-5 kertaa
- ✓ Joka päivä
- ✓ muu

Miten kuulit Cinnabonista?

Miten arvioit seuraavia asioita 1-5 pistettä?

(1 – erittäin huono; 5 – erittäin hyvä)

- ✓ Hinta
- ✓ Tuote
- ✓ Asiakaspalvelu
- ✓ Hinta/laatu -suhde

Mikä on sinun suosikki tuote?

- Classic Cinnabon/ Minibon
- Chocobon/ Minichocobon
- Pecanbon/ Minipecanbon
- Cupcakes (tarkenna, kiitos)
- Drinks (tarkenna, kiitos)

Parannusehdotuksia

Kiitos palautteesta!

Appendix 4. Customer feedback form in English

Customer feedback form

Age:

- ✓ Under 21
- ✓ 21-35
- ✓ 35-55
- ✓ Over 55

Gender:

- Women
- Men

Country of origin

How often do you visit Cinnabon weekly?

- ✓ once
- ✓ 2-5 times
- ✓ every day
- ✓ other

From where you heard about Cinnabon?

Evaluate the following positions from 1 to 5?

(1 – poor; 5 – excellent)

- ✓ Price
- ✓ Product
- ✓ Customer service
- ✓ Price-quality ratio

What id your favorite product?

- Classic Cinnabon/ Minibon
- Chocobon/ Minichocobon
- Pecanbon/ Minipecanbon
- Cupcakes (specify, please)
- Drinks (specify, please)

Recommendations for improvement

Thank you!