



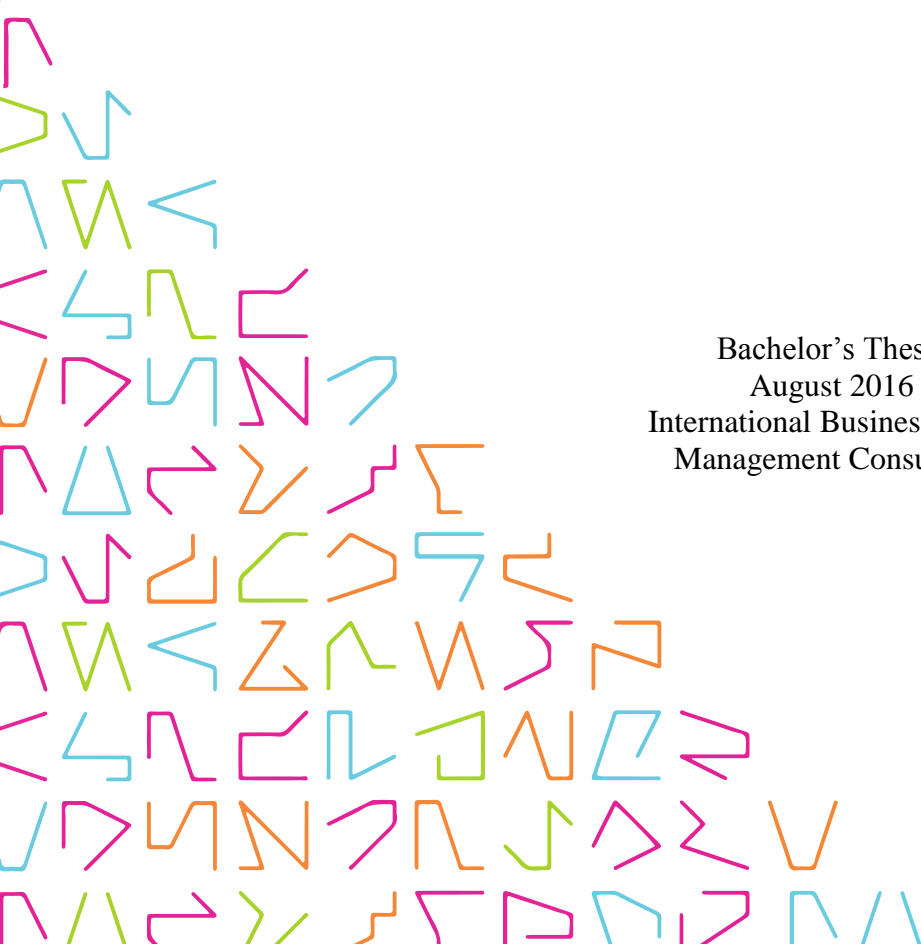
TAMPEREEN  
AMMATTIKORKEAKOULU

# **DIGITAL MARKETING STRATEGY FOR B2B**

Case Study: Smurfit Kappa Pirkan Pakkaus Oy

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## ABSTRACT

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Smurfit Kappa Pirkan Pakkaus Oy is a Finnish subsidiary of the Smurfit Kappa Group, a global leader in the industry of paper-based packaging. Smurfit Kappa Pirkan Pakkaus is not that well known in the Finnish market and is currently facing difficulties in the acquisition of new customers, both of which formed a foundation for this research.

The overall aim of this thesis is to build a proposal for improvement in the case company's digital marketing practices, which would both increase the company's visibility and give a platform to engage and communicate with the customers and potential prospects of the company.

Both secondary and primary data collection methods were used in this study. The primary data was mainly collected by self-administered questionnaires that were sent to the company's customers via email. The secondary data collection was mainly conducted by researching relevant literature on the thesis topic.

The key improvement areas were identified with the help of SWOT analysis, competitor benchmarking, market and customer analysis, the author's own findings from working at the company, as well as by using the feedback received from the customer surveys. A combination of these findings is concluded in a final digital marketing plan.

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Key words: digital marketing, business-to-business, competitor benchmarking, human-to-human, marketing strategy, packaging industry, packaging manufacturer, Search Engine Optimization, Social Media marketing

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**GLOSSARY**

B2B	Business-to-Business
B2C	Business-to-Consumer
CEO	Chief Executive Officer
H2H	Human-to-Human
Oy	Osakeyhtiö (Finnish) = Limited company
SEO	Search Engine Optimization
SME	Small and Medium-sized Enterprises
SWOT analysis	Strengths-Weaknesses-Opportunities-Threats analysis
TAMK	Tampere University of Applied Sciences

# 1 INTRODUCTION

The first section of this dissertation starts by an introduction of the objectives and purpose that build the foundation for this thesis. After this introduction, the discussion will move on to the scope and limitations of the study. The main questions that will be answered through research will be presented in the section of problem statement, after which the structure of this thesis will be shortly introduced before moving on to the next part of the study.

## 1.1 Objectives and purpose

The purpose of this thesis is to find out what the biggest improvement areas are for the case company through a customer survey and benchmarking the competitors, as well as to build a proposal for improvement for the company's marketing processes.

The case company is a small subsidiary of a global leader in the paper-based packaging industry, operating in the field of corrugated packaging. The need for this thesis surfaced from the company's current unstable situation. The company has recently gone through big changes in personnel, with four out of six sales employees and the CEO having changed within the last year. The sales processes within the case company need more structure. Without given common practices, the working methods vary significantly between employees. Furthermore, even though the Group is one of the world leaders in the industry, the case company is not well known in the Finnish market. Due to limited resources and the nature of the industry, the company's marketing operations so far have been almost non-existent. There has also not been anyone to take care of the company's marketing practices.

The underlying reason for this thesis is to improve customer satisfaction and demand creation through improving the H2H and B2B marketing practices within the company.

## 1.2 Scope and limitations

This study is a case study with an aim to improve the marketing practices of Smurfit Kappa Pirkan Pakkaus. All results and recommendations made in the thesis are tailored for the case company and therefore some of them may not be generalized to other B2B businesses.

The topic of this thesis was limited in accordance with both the thesis guidelines of TAMK and the author's personal resources. Due to these limitations, all theories, background information and correlating topics to H2H, B2B marketing, content marketing and digital marketing were not researched and presented in this study.

The improvement areas chosen for the thesis were based on the results gathered from the customer survey. Due to the personal interests of the author, more than one improvement area was chosen for the study.

## 1.3 Problem statement

The topic of this thesis revolves around two main research questions that are interrelated with each other: (1) “How to increase the generic demand creation from customer base and the likelihood of Smurfit Kappa being selected as a supplier?” and (2) “What are the biggest improvement points for the company from the customer’s point of view?” In this section, the backgrounds of these questions will be opened up and explained in more detail.

***Q1: How to increase the generic demand creation from customer base and the likelihood of Smurfit Kappa being selected as a supplier?***

Smurfit Kappa Pirkan Pakkaus is not well known in the Finnish market, partly due to the company’s lack of marketing practices. One of the main goals is to change this but the question to be answered is how, which creates two additional sub-questions:

- What marketing methods to use for packaging solutions and supplies?
- What marketing channels to use for packaging solutions and supplies – and what are the channels that reach the current customers and potential prospects of the case company?



***Q2: What are the biggest improvement points for the company from the customer's point of view?***

Good relationships between sales service and customers play an important role for customer loyalty. Especially now that the CEO and over half of the sales service changed, the case company is living uncertain times with their customers. This is a crucial point in time for the company to scan their processes to see where they are succeeding and in which areas they need to improve their practices. The sub-questions that arise from here are:

- What are the biggest improvement areas from the customers' point of view?
- How could the case company increase the value they offer to their customers?
- What is the case company's standing point in relation to their competitors?

#### **1.4 Structure of thesis**

This thesis consists of four main parts. The first part covers objectives, limitations and structure of the thesis, background information on the case company and the industry where the company operates in. After the first introductions, the focus will move on to the theoretical part of the thesis.

The theory section covers the main concepts and theories that circle around the topic, such as B2B marketing, H2H perspective, content marketing and Search Engine Optimization, which will be discussed in more detail and explained with references to literary sources.

In the third part of the thesis, the data collected from the customer survey will be analyzed with graphs and tables, with reference to literary sources and author's own knowledge and experiences from the subject.

The final part of the thesis aims to answer the main objectives of the thesis by developing an improvement plan for the case company's sales and marketing operations based on the results of the survey.

## 2 METHODOLOGY

This section presents the research and data collection methods that were used in the process of this thesis. Also the validity and reliability, both internal and external, will be briefly discussed before moving on to the introduction of the case company, their industry, and discussions on the theoretical framework of the thesis.

### 2.1 Working methods and data

Both primary and secondary sources will be used for data gathering. The research method used in the data acquisition process is a mix of quantitative research in form of self-administered questionnaires to find out the key improvement areas from customer's point of view, benchmarking the key competitors to find out where the case company stands in relation to them, as well as a literature review to discover the best practices for both sales and product marketing in the packaging industry.

The self-administered questionnaire was sent out via email, accompanied by a covering letter to explain the purpose and need of the questionnaire to the respondents. In order for the data to be useful, the surveys should aim to gather a minimum of 100 responses. The questionnaire comprises mainly of *interval or ratio variables* (distances between categories identical, can be rank ordered) and *nominal variables* (cannot be rank ordered). The questionnaire holds a total of 18 questions, two of which are open ended questions – the idea was to not to make the survey too long in order to improve the potential response rate.

The results of the questionnaire will be analyzed using both univariate and bivariate data analysis methods, such as frequency table, bar charts and contingency tables. The results of the survey will then be further analyzed by means of literature.

The author obtained firsthand knowledge of the business processes within the case company due to her five-month practical training period and ongoing employment contract at the company. The results of the research will be benchmarked with the author's own findings in order to obtain the best plan for improvement.

## 2.2 Validity and reliability of the study

The internal validity of the thesis is maximized by means of triangulation (the data is collected from many different sources); by customer surveys, competitor benchmarking, author's personal findings, and literary sources.

In order to reduce the chance of errors due to misinterpretation, the questions in the customer survey were formulated in a clear and simple way. Furthermore, the results of the surveys were completely anonymous in order to increase the reliability of responses. The respondents were told in the covering letters that their identity will not be revealed in any state of the research.

The aim was to send the main survey to active customers that have ordered from the case company within two years in order to increase the external validity of the thesis and to get the broadest possible overview of the case company's current situation from the customer's point of view. The contact list was retrieved from the company's customer information system with approximately two to four contacts per company. The contact list is not up to date so some obvious lost customers were taken off from the list before the survey was sent, but due to resource limitation all the final respondents were not gone through and the survey was sent to 1370 email addresses. For the survey for lost customers, only a random sample of 108 respondents was selected as all the prospects could not be found and reached in the needed time window. The timing was not the most optimum for a customer survey, as a big portion of the customer contacts were on summer holidays during June-July. The customer survey was sent on 20 May, 2016, just before the biggest holiday season. Consequently, only 22 % of the active customers and 30 % of the lost customers who received the survey email actually opened it. Furthermore, around 1.5 % of the survey emails came back as errors due to outdated contact information for customers. Both of these aspects – the holiday season and outdated contact information – limited the respondent pool significantly. However, a vague saturation point was reached with the responses as certain themes were repeated in the answers.

Because the survey did not get as many respondents as was hoped, the responses from both active customer and lost customer surveys were combined due to the survey questions and nature of responses being almost identical.

### 3 PACKAGING INDUSTRY

The packaging industry itself is a somewhat 'hidden' industry, operating in the background of other multi-million businesses. Despite this, the importance of good packaging cannot be pressed hard enough. Packaging is a fundamental element in product sales and marketing from the points of view of consumer experience (branding, marketing, product and information sharing), transportation (quality assurance, economics), and sustainability (preserving of goods and prolonging self-time, recycling and environmental issues). Different types of packages are crucial with today's purchase behavior and sales volumes as these days, customers are usually left alone at the point of purchase. The packaging may well end up being the only real link between an end-consumer and a company so the information and impression it gives out is very important. For the reasons just stated, a well-designed package is a crucial element in both product sales as well as in the overall success of a company.

With a global market share of approximately 34 %, paper-based packaging is the largest consumer packaging category today (EY, 2013). Coming up second is rigid plastics, which is a faster-growing category to paper, and has a market share of approximately 27 % (EY, 2013). The first two large groups are then followed by smaller packaging material groups, such as glass (11 %), flexible plastic (10 %), beverage cans (6 %), as well as other types of packages (12 %).

Packaging producers are operating in very risky waters, since there are so many links existing in the supply chain of packages, namely: feedstock supplier, raw material supplier, packaging producer, packer, brand owner, and end-consumer (EY, 2013).

If the feedstock supplier increases their prices, it can start a domino effect, causing all the links in the chain having to increase their prices. Furthermore, some suppliers want to avoid the changes in raw material prices from affecting the end-customer, which leaves the supplier helplessly needing to decrease their own margin. Key feedstock suppliers are generally large global operators who have the power to affect their sales prices in regards to the level of demand (EY, 2013), leaving the upper links in the supply chain vulnerable to price fluctuation.

On the other side of the packaging producer in the supply chain is the company that purchases the packages for their products. As these companies receive price pressures from their own customers, they are forced to keep their packages as cost-efficient as possible to keep the total sales price of their product in a competitive range.

It could be concluded that while there is a constant demand for packages, packaging producers are left on a hot seat with pressure coming from both sides; price fluctuations from the primary supplier's side and price pressures from the customer's side.

### **3.1 Current trends**

Most of the companies today are investing in cost-effective and sustainable solutions. As competition in the market is harsh, a product that is too expensively packed cannot survive in the market. The only exceptions here generally are luxury products and children's toys, which are often more grandly packed.

Along with sustainability and cost-efficiency, ecology is also a significant value for many consumers and businesses today. While businesses are investing on environmentally responsible packaging solutions, consumers tend to look up to brands that do their bits for the benefit of the environment (Mohan, A. 2016). However, consumers' wishes tend to be in conflict, as while they want to use products that are better for the environment, at the same time they are usually not willing to pay more for it. Hence, businesses are forced to search for solutions that are both ecological and cost-efficient.

Ecological values can be seen as an advantage for the packaging industry. First of all, packages can be used to reduce environmental impact caused by continuously growing consumption. Second of all, for many consumers, reusable and recyclable packaging is one of the key purchase drivers.

The CEO of the Finnish Packaging Association, Mr. Antro Säilä (2015), stated that 90 % of the environmental impact caused by food products is caused from the production of these items. A well-designed package, however, can protect the product inside during transportation and storing, and prevent premature spoilage (Print&Media, 2015). Further-

more, the materials that are used in corrugated packaging are generally made from recycled fibers, and the packages themselves can also be recycled after the use. In this sense, packages are also an important factor in reducing both food and packaging waste.

Another revolutionary trend is the increasing popularity of digital printing among brand owners and businesses. According to Anne Marie Mohan (2016), the Senior Editor of *Packaging World*, digital printing has created opportunities to engage consumers on a local, personal, or even emotional level. It is speculated that more and more businesses will make use of the economical and speed-to-market benefits in the future that digital printing has introduced (Mintel, 2016). Considering the current environment where technology and customer requirements are rapidly evolving and changing, speed especially is becoming a major weapon in achieving a competitive advantage.

In addition to digital printing, there are also other trends introduced by the development of technology – namely, mobile-engaged packaging. As people today are more and more attached to technology, companies are changing their ways of marketing to be better able to reach their customers. While QR codes were the previous big thing, NFC (Near Field Communication) and BLE (Bluetooth Low-Energy) tags on product packaging are the next innovative paths in consumer engaging and fast information sharing.

The quality of information shared on a product packaging is also increasing in importance (Mintel, 2016). Consumers are so used to all the on-pack claims and advertising slogans that are created to catch their attention that they have learned to be more selective with the information they see. Instead, consumers want to know exactly what they are buying, with total transparency; the ingredients, functional attributes, or convenience and safety of the product in question (Mohan, A. 2016).

Another growing trend in the packaging industry is the sizing of packages (Mohan, A. 2016). For instance, larger families seek for value in larger “family-sized” packages, whereas many single individuals would rather go for smaller pack-sizes. Furthermore, when a snack company releases a new taste, many consumers would be more willing to try it if it comes in a sample-size packaging (Mohan, A. 2016). Right-sizing of product packaging is an important aspect in terms of increasing brand loyalty, which is why brand owners and businesses should create package-sizes that adapt to the various and fast-changing needs of consumers.

### 3.2 Case company: Smurfit Kappa Pirkan Pakkaus Oy

The case company is a Finnish subsidiary of the Smurfit Kappa Group, one of the leading operators in the paper-based packaging industry worldwide, with approximately 370 production sites in both Europe and the Americas (Smurfit Kappa Group, 2015). The focus of the thesis will be on the sales and marketing operations of Smurfit Kappa Pirkan Pakkaus.

Smurfit Kappa Group was first acquired in 1934 by Jefferson Smurfit under the name of its founder, later changing its name to Smurfit-Stone Container Corporation as a result of a business merger with an US-based company in 1998 (Smurfit Kappa Group, 2015: *History of the Group*). Later, after another business merger with its competitor Kappa Packaging in 2005, the company took on the name of Smurfit Kappa Group (Smurfit Kappa Group, 2015: *History of the Group*). The Group's current CEO is Tony Smurfit and its global headquarters is located in Dublin, Ireland.

Smurfit Kappa Pirkan Pakkaus Oy was established in Pirkkala in 1987 (Kauppalehti Oy: *Smurfit Kappa Pirkan Pakkaus Oy*), and belongs under Swedish management with regional headquarters in Eslöv, Sweden. Smurfit Kappa Pirkan Pakkaus is a relatively small operator in the Group, with a turnover of approximately €5,4 million in 2014. Smaller volumes are produced locally at the company's own premises in Pirkkala and larger volumes are ordered from the Group's other plants, mainly from Russia and Sweden. Smurfit Kappa Pirkan Pakkaus has personnel count of less than 25, including those working in the production site in Pirkkala (Fonecta Oy, 2015: *Smurfit Kappa Pirkan Pakkaus Oy, Financial Information*). The CEO of Finland's Smurfit Kappa was Mr. Tero Luoma from March 2001 until mid-April 2016, after which the position was filled by Mr. Tom-Peter Helenius.

From now on in this thesis, Smurfit Kappa Pirkan Pakkaus will be referred to only as Smurfit Kappa or Smurfit Kappa Finland when specification is necessary, due to the sheer length of the company name.

## 4 THEORETICAL FRAMEWORK

In this section, the theories related to the thesis topic will be discussed in detail and with reference to literature. The topics that will be shortly covered are B2B, B2C and H2H, modern B2B marketing, digital marketing and content marketing, as well as Search Engine Optimization.

### 4.1 What is B2B and how does it differ from B2C?

B2B – or business-to-business – is a unique in nature and more complex business model from consumer selling that requires certain characteristics and capabilities from a company. B2B sales refers to companies and businesses selling to each other, with additional profit obtained from further manufacturing or final sales to consumers (Arline, K. 2015).

BusinessDictionary.com defines B2B as *“trading between firms (and not between businesses and consumers), characterized by (1) relatively large volumes, (2) competitive and stable prices, (3) fast delivery times, and often (4) on deferred payment basis.”*

As the needs of services and business models differ greatly between business customers and consumers, also the marketing channels in business-to-business are different from traditional consumer marketing, which will be discussed in more depth later in this chapter.

As B2B stands for business-to-business, B2C stands for business-to-consumer. The defining characteristics that distinguish B2B from B2C are, namely, the differences in the structure and demand of the markets, in purchase behavior, as well as in the sales and marketing practices (Brennan et al., 2008: 7). Also the types of decisions and decision making processes, as well as the number of stakeholders behind the purchase decision differ greatly between B2B and B2C (Kotler et al., 2005: 303; Cohn, 2015.). Few other differences worth mentioning are in the level of product knowledge possessed by the buyer, and the length and type of the customer relationships (Cohn, 2015).

While the pool of prospects is much smaller in B2B in relation to B2C, B2B sales are way larger in volume than traditional consumer sales. Before the finished product reaches



the final consumer, a large number of different business-to-business transactions have usually happened prior to the purchase, as the feedstock and raw materials of the purchased product have been acquired from multiple different sources (Brennan et al., 2008: 1; Kotler et al., 2005: 303). Other meaningful ways in which B2B and B2C differ with each other are in the number of stakeholders involved, the length and type of customer relationships, and the product knowledge possessed by the buyer (Cohn, 2015).

B2B customers usually compare all the potential suppliers in detail. There are a lot of important elements in addition to just the relationship, history track records, products and pricing – namely the level of service, additional services offered, financial models, flexibility, innovations, as well as knowledge and insights that might help customers to grow their business.

In recent years, the entire process of B2B sales has started to rapidly adjust to the universal changes occurring in both the buying behavior and marketing strategies of businesses (Agrawal, AJ. 2015). For instance, whereas in the former days the sales person had the advantage of guiding the entire sales conversation through the power of information they possessed, nowadays it is the buyer who has the upper hand due to easy accessibility to information online (Agrawal, AJ. 2015). Moreover, the easy availability of information and increased level of knowledge has also changed the nature of sales conversations; as the buyers have access to a lot of information online, they often do not feel the need to contact the sales person until the purchase decision has been made (Agrawal, AJ. 2015). This often causes the actual interaction time with the customer to limit to minimum. At the same time, however, the importance of good service and more personal customer interaction is enforced at companies. This, in turn, puts an emphasis on the quality and content rather than quantity of business communications.

#### **4.2 New insight: No B2B or B2C – it's H2H**

A new insight in addition to B2B and B2C is H2H, which is short from *human-to-human*. As the name suggests, this perspective concentrates more to the human side of doing business, seeing all business communications as something that happens between two human beings. Bryan Kramer (2014) has aptly expressed that businesses and products do not have emotion, but the humans behind them do.

*“Humans want to be a part of something bigger than themselves. Humans want to be included. Humans want to feel something. And humans make mistakes”* (Kramer, B. 2014).

Jess Marranco (2014) visualized well in her article about human-to-human marketing that if you remove everything human from business, consumers and customers are only numbers and statistics in the company’s annual reports, and the employees are mere robots who are only programmed to give a product to a customer and take money back in exchange. These robots do not care about special wishes or needs of customers, nor are interested in talking with them to see how they are doing. And as horrifying as this may sound, there are still many businesses today that operate this way (Marranco, 2014).

The core idea in H2H is to make business simple, more personal and more human. When a business is perceived as more human, the business relationship is closer to a personal relationship or even a friendship. In this kind of relationship, it is easier to forgive mistakes. However, personal business relationship is also based on trust. H2H does not differentiate between consumers and businesses, but encourages marketers to put themselves in the mindset of the buyer and try to speak their language, rather than using big complex words to increase the feel of sophistication (Kramer, B. 2014).

Digital marketing, social media and all the different applications available for people today have started a so called ‘human era’ in business, where the level and quality of service as well as the transparency of business operations both play an increasingly important part in the path to success.

### **4.3 Modern B2B marketing**

Marketing is often falsely seen as only selling and advertising. The dictionary definition to marketing by Oxford Dictionaries is *“the action or business of promoting and selling products or services, including market research and advertising”*. However, if one thinks about marketing in today’s world, this definition fails to incorporate the importance of customer-focus in marketing practices. Respected professor Dr. Philip Kotler (2005) defined modern marketing as *“the delivery of customer satisfaction at a profit”* (Kotler et

al., 2005, 5). As was explained in the previous section, marketing is not just about selling and promoting – successfully implemented marketing strategy aims to discover and satisfy the needs and wants of the prospect in a more effective and engaging way in relation to the competition. And those prospects – the customers – are at the very heart of marketing.

B2B marketing differs a lot from B2C marketing, mainly due to the differences in the market size and demand and pool of potential prospects, as previously stated. In B2B marketing, the product knowledge of the target group is also on a whole different level from B2C.

Recent report from *Regalix* (2014) shows that the most effective online channels for B2B marketing are:

1. Company websites,
2. Email,
3. Search Engine Optimization (SEO), and
4. Social media

Especially the use of Search Engine Optimization and social media is increasing rapidly these days for both B2B and B2C marketing practices. People have realized that search engines are a useful way to search for information. Thus, they do not only use them for private but also for business purposes. Social media, in turn, has become a part of everyday life for people today. Also companies have noticed that people can be entertained by social media for hours every day, and have therefore started to attempt to reach their customers and consumers through this channel.

Other online channels that businesses utilize are blogs, online events, PPC (paid search), online ads and banners, social communities, video advertising, mobile web, apps and QR codes, to name a few, but these channels were only found effective by less than 40 % of the surveyed companies.

The most effective offline channels for B2B marketing as shown in the *Regalix* report (2014) are:

1. Events (e.g. exhibitions, conferences and trade fairs)
2. Telemarketing
3. Direct mail

Other offline channels mentioned in the report are print media, outdoor ads, television and radio, but these were only found effective by less than fifth of the respondents.

The results of the *Regalix* report correlate with the theory of H2H, as they show that businesses have found online channels to be more effective as marketing platforms, as opposed to offline channels. Traditional mass marketing channels in general are more useful in B2C than B2B.

#### **4.3.1 Digital marketing and two-way marketing communications**

Humans today are very attached to technology and spend more and more time on the internet and social media. In late 2014, a small business survey was conducted on social media usage of SMEs for approximately 2000 businesses. 81 % of these companies replied to be active on social media (Brynley-Jones, L. 2016; Constant Contact), and the number is constantly increasing.

There is so much new information shooting out of all directions that people are learning to be more selective with what they see (Marranco, 2014). This, in turn, has forced businesses to move their marketing operations to the platforms most favored by their customers and try to re-connect with them in a way that makes the customers feel closer to the business on a personal level (Marranco, 2014). As different platforms work better for different target groups, the choice of which digital marketing channels to use for a business depends largely on the targeted pool in question and the channels they are most active in.

So, *digital marketing* is about understanding people and how they use technology today, and how to leverage this information to engage and connect with them.

In this human era of social media and digital marketing, business communications have moved on from just having a good message to actual two-way interaction and conversations with customers. Businesses have understood the importance of good customer relationships in terms of loyalty and retention, which is why more and more businesses are opening channels for two-way communication.

Two-way marketing communication helps to make the company more transparent and more human, which is especially important for bigger organizations that are often seen as powerful and distant giants. In two-way marketing communications, the customer also gets a feeling of being listened, and that their wishes and opinions actually matter to the supplier.

However, the entire marketing program of a business should be built on the foundation of a great customer experience (Kirkpatrick, D. 2016). The idea is not to push messages on every social media platform one can imagine, but rather to create interesting content for customers and engage in two-way conversations and actually acknowledge the customer, their wishes and their needs (Kirkpatrick, D. 2016). Nowadays, personalization is the key to marketing success.

Digitalization and internet have also made it easier to benchmark one's performance to that of competition's in a number of ways. For instance, it is easier to find feedback and comments from the competitors' customers online for reference. Also the results of digital marketing are relatively easy to compare to those of competition, for instance the number of followers or subscribers and number of likes on social media channels. It is also important to note the type of Social Media posts that customers engage with.

While social media has brought a great platform for customer interaction, it has also created a channel where customers and consumers can easily publish their negative feedback. The handling of these kinds of feedbacks has created new challenges for marketing and communications departments. For instance, how to respond to publicly given negative feedback and turn the negativity it brought into something positive for the company. However, publicly given negative feedback is much more common in B2C than in B2B.

There are also a number of other ways how brand owners and businesses can monitor the needs, interests and satisfaction levels of their customers. For instance, which ads the customers click, which websites they visit and which email they opened or decided to ignore (Kirkpatrick, D. 2016).

Two-way marketing can also be done either in real time or with a delay. An example of two-way marketing in real time could be chat boxes on a corner of a website, inquiring whether the visitor is in a need of assistance with something. While all the visitors might

not use the chat box, it still gives an impression of an active and caring attitude towards customer service. Furthermore, short response times for customer inquiries can also be seen as a competitive advantage.

Two-way marketing happening with a short delay is the more traditional kind, for instance, emails, social media and contact forms on websites, which do not have a 24-hour response service. It is still very important to answer all the customer inquiries with short lead times in order to increase satisfaction among customers.

It can be concluded, that marketing communications are increasingly shifting towards more personal two-way interaction and real-time communication with customers.

#### **4.3.2 Content marketing**

If a company today is considering online marketing, they cannot avoid coming across the concept of content marketing. Content marketing is already used by around 86 % of modern companies and it has been aptly described as the present and future of marketing today (Clark, B.; Content Marketing Institute). In today's world, traditional ways of marketing are gradually losing their effect as customers have found ways to block and ignore all kinds of ads, banners and television advertisements. This is where content marketing steps in, creating a new era for advertising.

Content Marketing Institute (CMI) defines content marketing as *“a strategic marketing approach that is focused on creating and distributing valuable, relevant, and consistent content to attract and retain clearly-defined audience – and ultimately, to drive profitable customer action”*.

In other words, it is the art of marketing your business to your customers and potential prospects without pitching and pushing your products and services. When utilizing content marketing, the business is masking their advertisements into something other than an ad, creating interesting content to engage the reader. For instance, many magazines do editorial cooperation with advertisers, where the editors modify the advert to a news-like article. A consumer or reader may not always realize they are, in fact, reading an ad. For

this reason, in Finland it is often required to put a mark or notice somewhere in the article which informs the reader of the editorial cooperation.

The idea behind content marketing revolves around the belief that in exchange to gaining consistent and valuable information from potential suppliers, buyers will eventually reward them with their business and loyalty (Content Marketing Institute). Correctly used content marketing leads to satisfaction, retention and profitable action in customers. For optimum effect, content marketing should be integrated into company's general existing marketing strategy, regardless of the marketing tactics in use (Content Marketing Institute). If content marketing keeps the customers interested and engages them with the brand, when correctly used, it can even create brand ambassadors who respect the brand and tell its valuable story to the people around.

In their articles about content marketing, Josh Steimle (2014) and Content Marketing Institute both point out that "valuable" and "relevant" are the key variables separating the definition of content marketing from traditional marketing techniques.

#### **4.4 Search Engine Optimization**

What do people do when they need to find a piece of information online? They type it into one of the major search engines and click "search". But what is a search engine and how does it work?

*Search engine* is a kind of online software that uses algorithms to retrieve information about the content of webpages from search words that users type in the search box (Ledford, 2009: 5). The search engine software uses a little robot that searches for key words and phrases that describe the possible content of a webpage, and collects information from those pages to a special database (Ledford, 2009: 5). The robot does not only look at the physical text on the websites, but it also scans every URL on the World Wide Web that is not hidden from it (Ledford, 2009: 5). When a user types a search word or phrase into the search engine, the software retrieves all the information from its database that those words indicate to and show them in the search results. The order in which the results are shown is defined by a number of factors, which will be discussed shortly.

*Search Engine Optimization*, or *SEO*, stands for all the methods available that businesses can use to increase the ranking of their website and its content on search engine results pages, such as Google or Bing (Ratcliff, 2016). Out of all the search engines, Google is the most dominant player in market today (Demers, 2016), and page one of Google search results is the place where all the businesses should aim to rise. On the first page of Google search results alone, there are already approximately 7 to 14 options to choose from, so the buyers usually find what they are looking for without even having to go to the next pages. For this reason, the search result pages from the second page forward are often aptly called the ‘graveyard of Google search results’.

The ranking in Google Search Results can be further divided into paid advertisements and organic results (Pronto Marketing, 2014). Paid advertisements are the ones that come up first in the search results, as illustrated on the next page in Figure 1. Those paid ad links are then followed by organic Google search results, the ranking of which is dependent on whether or not the website has been optimized for search engines.

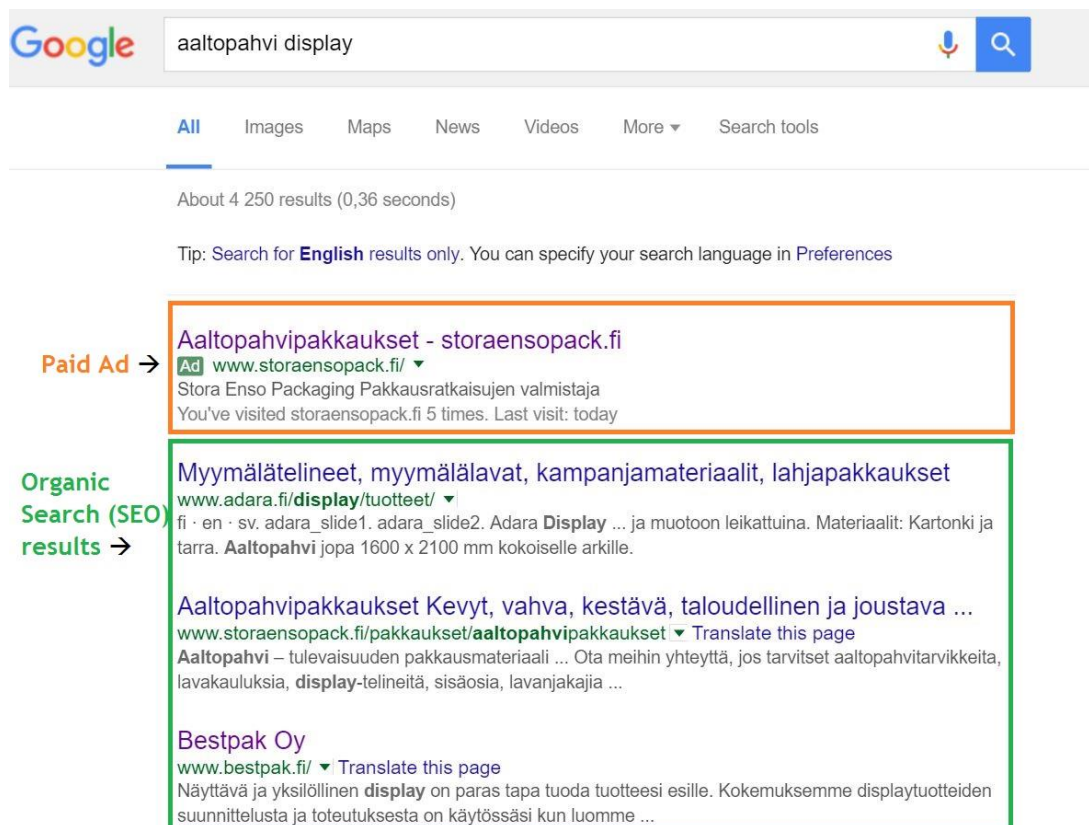


Figure 1. Difference between paid ad and organic search results

But how does one increase the ranking of a webpage in search engine results? There are a number of ways to do this, all of which should be utilized for the most optimum results.



First, one should conduct a keyword research to find out which keywords are most used by internet users and should so be used in the SEO process. Good tools for this are, for instance, Google's *AdWords Keyword Tool* or *WordTracker*. The keywords should be words that are frequently used and which describe the company and the content of the webpage.

Once the keywords have been decided, they should be mentioned in places where they matter the most, such as in the domain name, page titles and content of the webpage. A Meta description – a summary of the content of the website – should also be done for every page, where these keywords are used to describe what the website inholds.

Relevant words should be used in all the images on the webpage, for instance in the title and description. Furthermore, Search Engines read the file names of images on the website, so the image files should be re-named to include relevant keywords, such as *tapledisplay.jpg* or *cardboardbox.jpg* rather than *image125.jpg*.

Having said that, one should also pay attention to how the sentences on the website are phrased and write for the human visitors rather than for search engines (McGee, M. 2011). First of all, the tone that is used on the company website contributes to the mental image that the visitors form of the company. Secondly, Google penalizes websites that do not look natural (Tarcomnicu, F. 2015), which is another reason why keywords should not just be randomly stuffed across the page.

Having fresh content frequently updated on the website also raises its ranking on search engine results. Websites that have dynamic content, like Wikipedia, rank higher in the search engine results than sites with static content (McGee, M. 2011; Demers, 2016). Moreover, links to internal pages on the website, as well as links to other websites with relevant content, also contribute search engine visibility (Tarcomnicu, F. 2015).

Having listed all of the aspects above, one of the most important aspects is making the website user-friendly. A website needs to be clear and easy to navigate so that the visitors can easily find the content they were looking for. Having a good and simple navigation system with links to most important sections on the sidebars make the site easier to access

and use (Tarcomnicu, F. 2015). When a website is good and well-designed, visitors will spend more time on it, and there is also a higher chance that they will come back.

It is also important to remember that SEO does not create results over night. It is a long process but fruitful when used successfully.

## **5 ANALYSIS OF CURRENT SITUATION**

In this section, the current situation of the case company and the market they operate in will be analysed and presented. The analysis was conducted in four ways: customer surveys, SWOT analysis of the case company, market and customer analysis, and competitor benchmarking.

### **5.1 Analysis of survey results**

As mentioned earlier in Chapter 2.2, the customer survey was sent to all the contacts in the customer information system of Smurfit Kappa Pirkan Pakkaus, meaning usually more than one per company. However, the contact information in the system is not up to date. It is hard to tell whether there were one or more respondents per company, but at the same time, different people may have different views and experiences of Smurfit Kappa. The timing was also not the most optimum for a customer survey as a lot of employees were on summer holidays in June-July. As stated earlier, this caused some of the survey messages coming back as errors and out of office messages, and only 22 % of the active customers and 30 % of the lost customers actually opened the survey email.

The survey questions can be roughly categorized into six groups: background information on the respondents, marketing practices, technical knowledge of the employees, current level of service, the strengths and weaknesses of the case company, and section for open feedback. All of these six categories will be analyzed separately in the following sections, followed by a conclusive overview of all the categories as a whole.

#### **5.1.1 Profile of respondents**

In this section, the profile of the respondents will be analyzed based on the responses gathered from the survey. Along the way, the results will be compared to the actual customer base of Smurfit Kappa to see how comprehensive the pool of respondents actually is.

Majority of the survey respondents were older customers of Smurfit Kappa Finland. The biggest respondent group (41 %) had been customers for more than seven years, and the second biggest group for 4-6 years, with around third of the total responses. The first two were followed by 1-3 years (20 %) and less than a year (5 %), and 6 % of the respondents left this question unanswered. The results are showcased in a bar chart in Figure 2.



Figure 2. How long the survey respondents have been customers of Smurfit Kappa Pirkan Pakkaus Oy

It is possible that good customer relations with some of the company's older customers have made those old, satisfied customers keener to answer. Furthermore, those that have had longer relations with the case company may also be more willing to help them to further develop their services. The ones who have had longer customer relations with Smurfit Kappa naturally have more experience of the company's services and can more easily answer a customer survey. Therefore, someone who does not have much experience and only orders from time to time might not feel they have enough knowledge to answer the survey reliably.

Comparing to the actual active customer base of Smurfit Kappa Finland, the company has had problems in the acquisition of new customers and the number of new customers has been slowly declining every year (Smurfit Kappa ERP, 2016). As a result, the customer base of Smurfit Kappa forms mainly of older customers. In this sense, the respondent pool seems fairly comprehensive.

The “aging of customer base” and declining of new customers reflect to a number of things, like lack of marketing, not having visibility in search engine results, and problems in the acquisition of new customers due to resource limitations in sales staff.

While this study was conducted, the case company hired a new sales manager to take on the new customer acquisition front at the company. The goal for the new sales manager is to increase the sales of Smurfit Kappa Finland by 50 % in 2 to 3 years. The new CEO of the company has made a list of potential prospects for the sales manager to go through and take contact, either by phone or email and making personal visits.

The main product groups the respondents are ordering are, in shared first place, *sales packages and packaging supplies* (44 %), and *storage boxes* second (41 %) not too far behind. *Sales displays* came in third (7 %) and 6 % of the respondents left this question blank. The results are showcased in a bar chart below in Figure 3.



Figure 3. What the respondents are mainly ordering from Smurfit Kappa Pirkan Pakkaus Oy

The author retrieved a report of year 2015 from Smurfit Kappa’s Enterprise Resource Planning system which shows how the sales are actually divided into product groups. In 2015, around half of the company’s revenue came from own production (displays 36 %, boxes and packages 23 %) and around half came from trading (boxes and packages 29 %, packaging supplies and other products 12 %). While displays are around third of the company’s total sales, they are also the most expensive product group in Smurfit Kappa’s offering. Furthermore, most of the display sales come from a handful of customers who

purchase them in larger volumes. Hence, the actual number of customers ordering displays from Smurfit Kappa is very small, which correlates with the survey results.

Around half of Smurfit Kappa's sales come from cardboard boxes and different kinds of packaging solutions. Only a small percentage of the company's trading sales come from packaging supplies, but those are generally not purchased in large volumes. For instance, a customer might make an order for 2 000 packages and order two rolls of bubblewrap on the side. Consequently, the number of customers who order packaging supplies is most likely relatively high, but it does not reflect in the sales numbers.

Actual current customer base of Smurfit Kappa Finland forms mainly of small and mid-sized companies, with a few exceptions to the rule. Despite their small size, 68 % of these companies are still using social media for their business. And no wonder, as for smaller companies it is usually one of the most inexpensive yet effective ways to increase visibility fast. Social Media is also a good platform for feedback, as well as to see what the competitors are doing. People are quick to write comments if they are unhappy about something, which is something that can be used and turned into an advantage.

The most used social media channel among the respondents is *Facebook* (37 %), as maybe could be expected. As majority of people today are in Facebook, it is one of the best two-way marketing channels to use to reach consumers. *Google+* came second in the results (27 %) and both *LinkedIn* and *YouTube* shared third place with a fifth of the total responses each. Next in the results came *Instagram* (13 %), *Twitter* (6 %) and *Pinterest* (5 %). 1 % of the respondents left this question unanswered, and 2 % of the respondents picked 'other'. The results are showcased on the next page in a column chart in Figure 4.

At the moment, Smurfit Kappa Finland does not use any social media channels in their business practices, but is planning to create a LinkedIn account later this year or in the beginning of next year. The social media channels that can be used are limited by the Smurfit Kappa Group: the only channels accepted by the Group are LinkedIn, Youtube and Twitter – all the other channels are blocked.

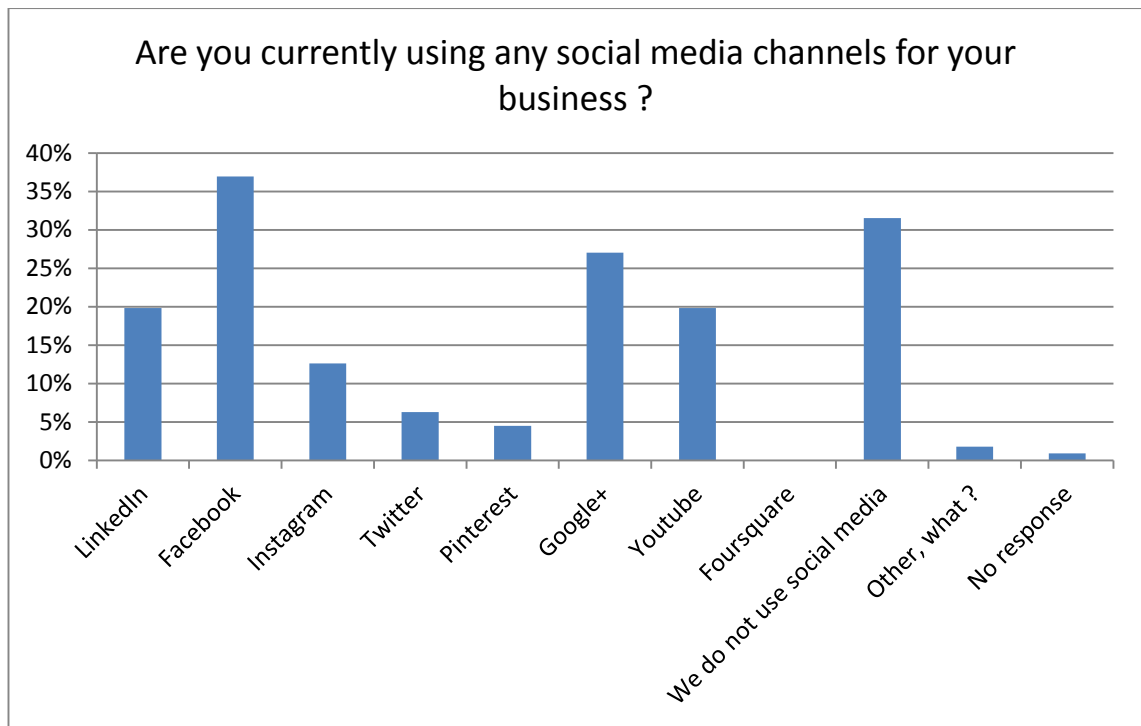


Figure 4. What social media channels the respondents are using for their business

Most of the customers of Smurfit Kappa Finland are B2C –companies, and as such are active on Facebook, as it is the best channel to reach consumers worldwide. This is especially true in countries like Finland where the popularity of channels like Twitter has not at least yet rose to the same levels it has reach, for instance, in America. Youtube is also an effective way, for instance, to demonstrate a company’s production process and that way to create more transparency to a company’s operations. On the other hand, it is quite expensive to produce high-quality video material.

While Facebook is a great way to reach consumers, it is also an opportunity for a B2B company to reach their customers, who are active on Facebook. Facebook is a good and relatively inexpensive channel for announcements, gaining visibility fast and for two-way interaction with customers.

### 5.1.2 Marketing practices

The responses to the question ‘How did you first find out of Smurfit Kappa Pirkan Pakkaus’ reflect the company's lack of marketing practices. Over half of the survey respondents (53 %) had first heard about Smurfit Kappa Pirkan Pakkaus through a colleague or business contact. The second biggest respondent group (24 %) was those who picked

'other' for answer. Third in the results came *internet, e.g. Google search*, with a little less than 12 % share of the results. The other channels were *company's official website* (4 %), *trade fairs* (3 %) and *magazine* (2 %). No one picked *social media* for this question, and 3 % of the respondents did not answer anything. The results are shown in a bar chart below in Figure 5.

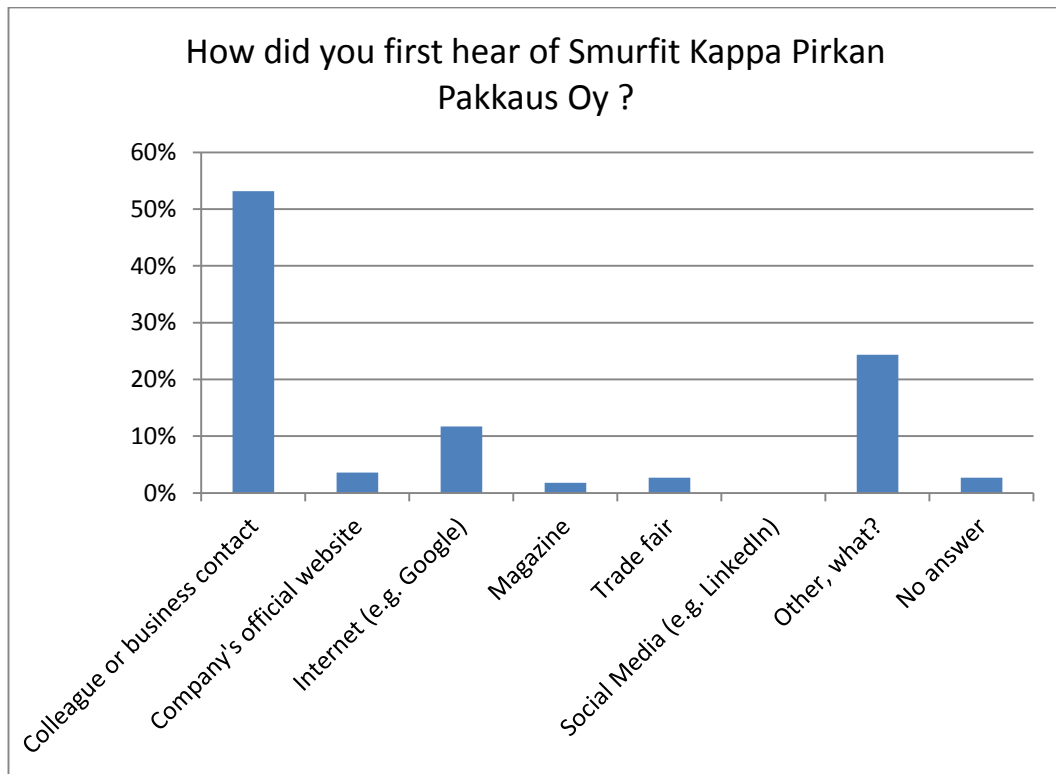


Figure 5. How the respondents have first found out of Smurfit Kappa Pirkan Pakkaus Oy

Again, majority of the respondents in the group who picked 'other' did not specify their answer. However, considering that most of the respondents have been customers for at least four years, it is possible that the respondents do not know or remember how the company first found out of Smurfit Kappa. The few specifications that were given in the survey refer to this assumption; a couple of respondents said they do not know and one said they first found out of the case company when it was established in its current location. These results also point to the lack of marketing practices, if the respondents have mainly heard of Smurfit Kappa through word of mouth, as opposed to media. This is probably also one of the reasons why the number of new customers has remained so small.

The next question was inquiring which channels the respondents use to find information on potential suppliers. More than one option could be picked for this question.



The main channel the respondents use to find information on suppliers is *Google search*, (70 %) with a majority of the responses. The second most used channel was simply word of mouth – *colleagues, friends or business contacts* (56 %), which reflects the nature of the industry. This was followed by trade fairs (37 %) and *online directories* (26 %). Some less used channels were *Social Media* (7 %), *Magazines* (5 %) and *Trade associations* (1 %). 1 % of the respondents left this question unanswered. The results are showcased in a bar chart below in Figure 6.

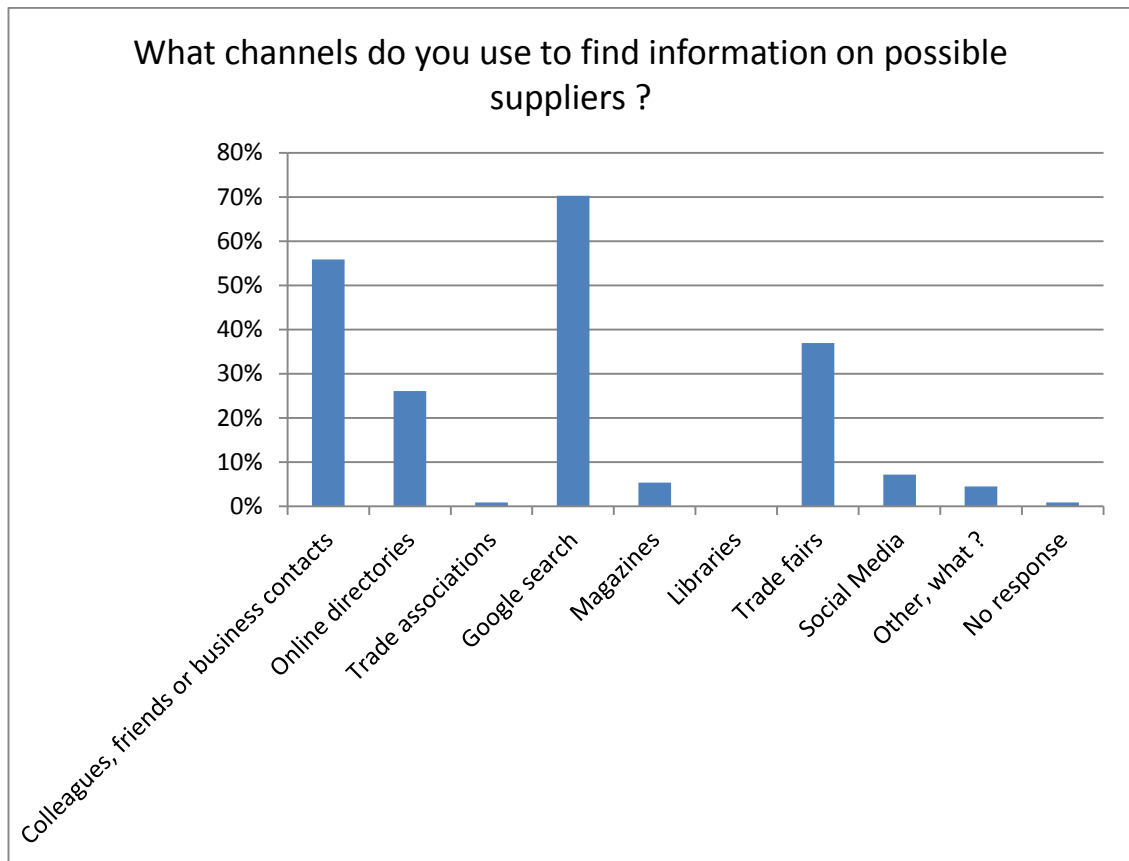


Figure 6. What channels the respondents use to find information on possible suppliers

The research shows that most of the respondents use Google to find information on possible suppliers, but at the same time, only less than 12 % of the respondents replied first finding about Smurfit Kappa through Google. While the fact that majority of the respondents have been customers for more than seven years naturally is part of the reason that Google did not score a higher percentage for this. This still reflects the fact that Smurfit Kappa does not score well in Google search results.

The second most used channel for finding information was word of mouth, meaning that Smurfit Kappa should pay extra attention to the level of service and quality of products

they offer. Bad word of mouth might be fatal for a company with financial struggles and low market visibility.

Trade fairs also scored well for this question. The last time Smurfit Kappa attended a Trade fair in Finland was in 2013. The former CEO of Smurfit Kappa Finland did not believe trade fairs to be worth the money the attendance costs, while the survey responses refer to the contrary. It is true that the popularity of trade fairs has declined in the past years, but that does not mean they are not worth attending – even just for visiting and giving out business cards. While a company might not receive orders at the trade fair itself, it is still an important event for visibility, networking and distributing information that can lead to a long-term customer relationship.

In question six the respondents were asked to rank order, in their opinion, what the four most important aspects of a supplier's website are. There were six options to choose from, plus an open text box if there was something that the respondent wanted to add on the list:

- Company introduction
- Clear and easy navigation
- List of products and services offered
- Information on different materials and their qualities
- Visiting address and contact information easily found
- Short personnel introduction chart

The two aspects that clearly stood out were clear and easy navigation (40 %) and *list of products and services offered* (36 %). The other four options scored less than 10 % for this position.

For the second most important, the clear winner was *list of products and services offered* (35 %), followed by *clear and easy navigation* (23 %) and *visiting address and contact information easily found* (22 %). The result is not surprising – people these days do not have time to dig for information. If they have not found what they were looking for within a minute, they move on to the next option, as there are plenty of options to choose from. When entering a company's website, what needs to immediately pop up from all the other content background is 'who we are', 'what we offer', and 'this is how you contact us'.

For the third most important, the highest scoring options were *visiting address and contact information easily found* (26 %) and *information on different materials and their qualities* (21 %), followed by *clear and easily navigation* (16 %) and *list of products and services offered* (16 %) on shared third place.

For the final spot of fourth most important aspect of a supplier's website, *company introduction* (25 %) and *information on different materials and their qualities* (25 %) were tied for first place, followed by *visiting address and contact information easily found* (24 %) on second place, and *short personnel introduction chart* (14 %) on third.

An overview of how all these six points scored in the survey is shown in a clustered bar chart in Figure 7.

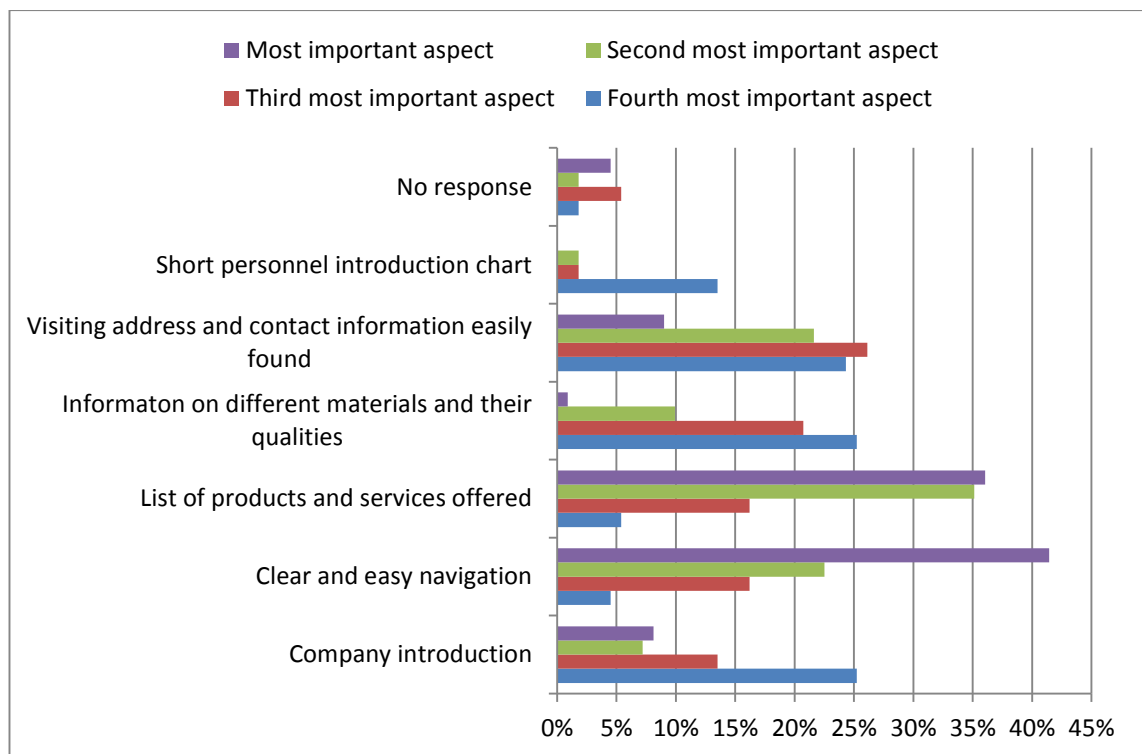


Figure 7. Overview of results: Most important aspects of a supplier's website

From the survey responses it could be concluded that the clearly most important attribute was the clear and easy navigation on a supplier's website, which means that the customer needs to be able to use to website fast and simply to find what they need.

Second on the list rose the list of products and services offered, meaning that it is important for the customer to find out fast whether the thing they need is offered by the company in question, and what other products or services are possibly available.

For sure, these first two are especially something that the company needs to improve fast. At work, the author of this thesis has received feedback from the customers on multiple occasions regarding the company's inconvenient website.

Contact information was third, which means that it needs to be made easy for the customer to make the first contact to a supplier.

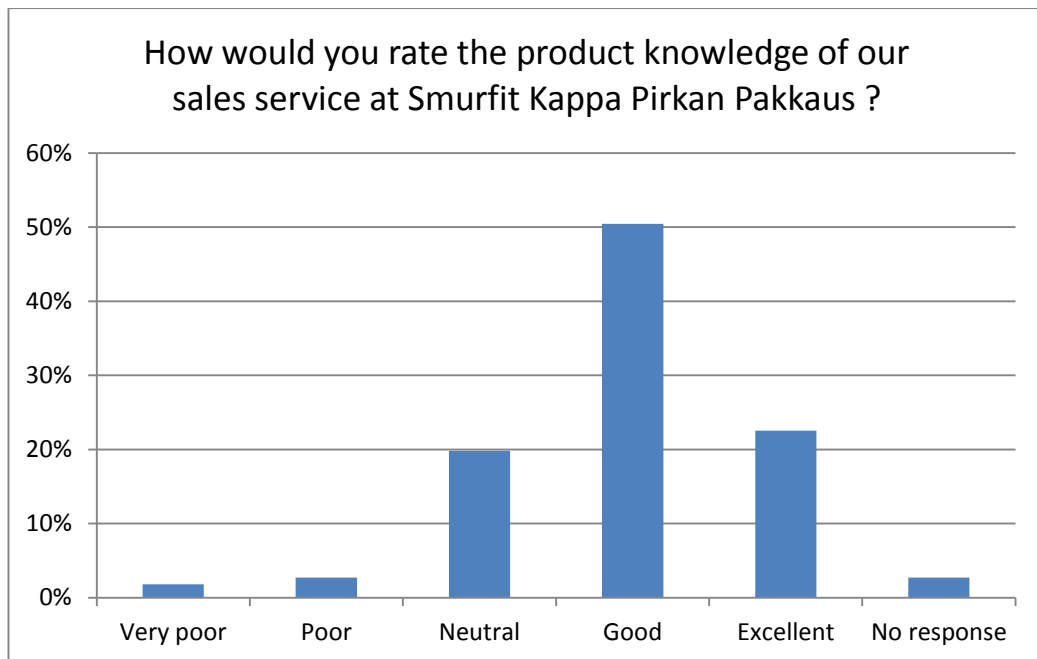
The material information and company introduction that came in shared fourth place in the results are also useful, but the formerly mentioned attributes clearly rise above these two.

### **5.1.3 Technical knowledge**

All the questions in this section were Likert scales from one to five, rating the technical knowledge of the employees at Smurfit Kappa Pirkan Pakkaus.

In the first question, the respondents were asked to rate the product knowledge of Smurfit Kappa's sales service. The grading scale was the following: 1 – very poor, 2 – poor, 3 – neutral, 4 – good, 5 – very good.

Half of the respondents picked good as the result, and only a small minority (5 %) of the respondents rated the product knowledge of Smurfit Kappa as *poor* or *very poor*. However, due to the nature of the survey, it is hard to gather whether the respondents would expect a generally better level or whether they are comparing the level of knowledge to that of the competitors. The results are shown in a column chart in Figure 8.



*Figure 8. Level of product knowledge of the sales service*

Overall, it could be concluded that the respondents are relatively satisfied with the level of product knowledge possessed by the sales service of Smurfit Kappa. However, there is also room for improvement, considering that the columns for ‘*excellent*’ and ‘*neutral*’ are almost equal in height and the column ‘*good*’ is the highest.

For how well Smurfit Kappa is keeping to promised or agreed schedules, the grading scale was the following: 1 – very poorly, 2 – poorly, 3 – neutrally, 4 – well, 5 – very well. This question aimed to find out if the actual delivery dates differ much from the confirmed delivery dates. Again, Smurfit Kappa scored good points, with a majority of the respondents (81 %) choosing either *well* or *very well*. For this question, no one replied *very poorly*, which is excellent. However, just like in the previous one, there is room for improvement as there were respondents who picked poorly or neutrally, even though the share of those was positively low. The results are showcased on the next page in a column chart in Figure 9.

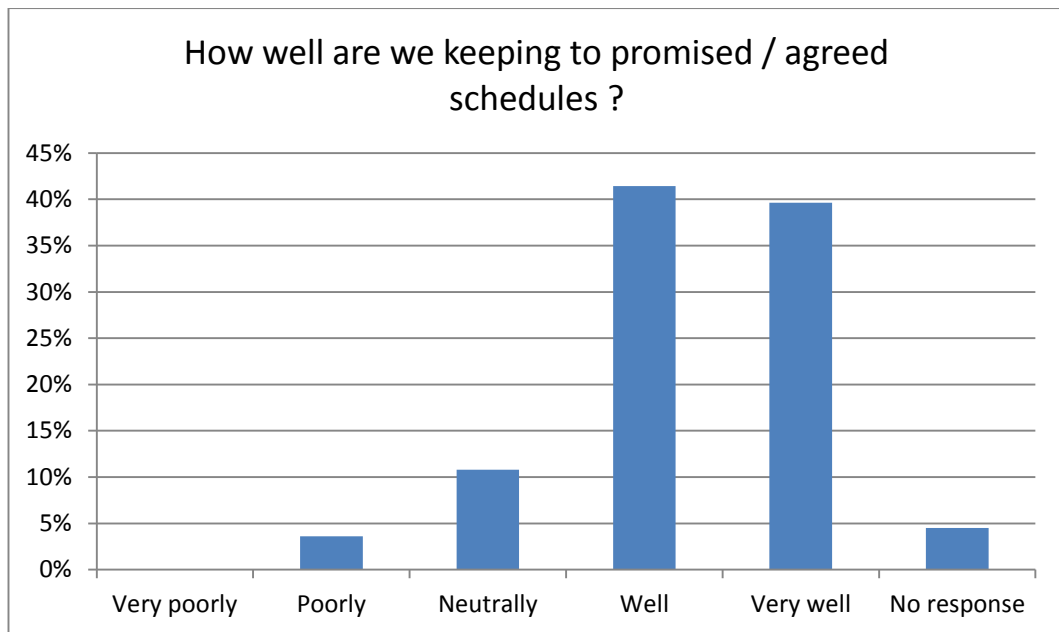


Figure 9. How well Smurfit Kappa is keeping to promised / agreed schedules

The next question was inquiring whether the customers feel that they gain value from the solutions offered by Smurfit Kappa. The grading scale for this question was: 1 – strongly disagree, 2 – partly disagree, 3 – neutral, 4 – partly agree, 5 – strongly agree.

Again, most of the customer picked ‘*partly agree*’ (45 %) as their response. The results are shown in a column chart in Figure 10.

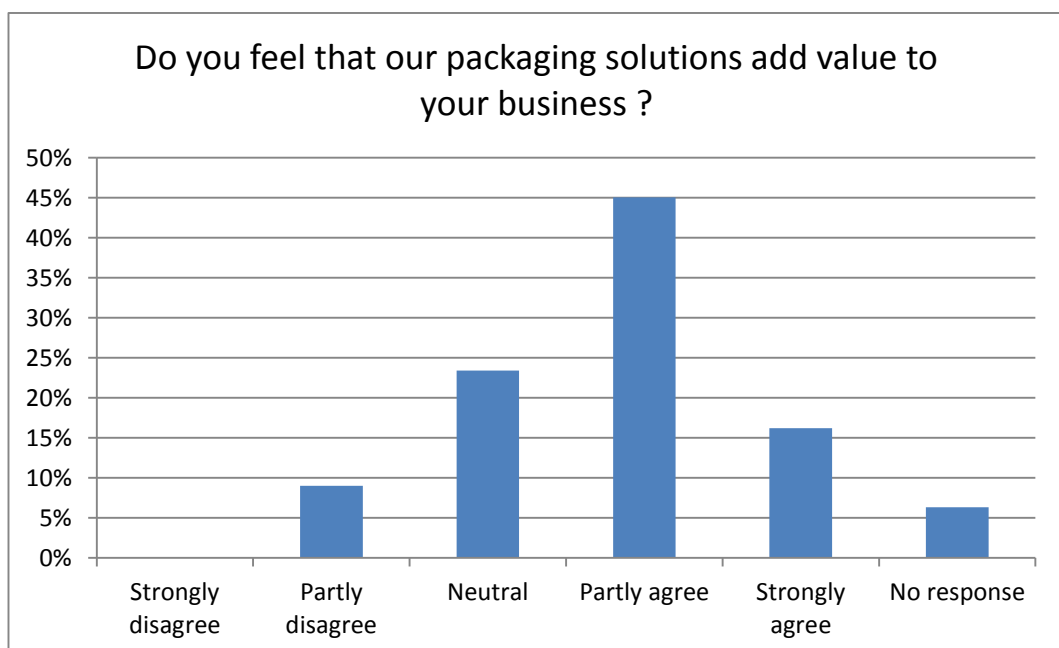


Figure 10. Added value from the packaging solutions offered by Smurfit Kappa

While the average response here again is positive, it is also worth noting that around third of the respondents picked either partly disagree or strongly disagree, meaning that they do not feel that Smurfit Kappa brings added value to their business. For a customer to respect and continue a business relationship, it is of grave importance that the customer experiences gaining more value from their supplier.

To conclude this section for technical knowledge, the overall level is good, but a clear room for improvement exists. The ultimate aim, of course, is to get all the responses to at least neutral and there up.

#### **5.1.4 Level of service**

The first three questions in this section map the current level of Smurfit Kappa's sales service, and the last two investigate the current level of after sales service. An overview on the sales service as a whole will be given after the individual analyses.

The first question was mapping how well the sales service of Smurfit Kappa has understood the business needs of the customers. The grading scale was the following: 1 – strongly disagree, 2 – partly disagree, 3 – neutral, 4 – partly agree, 5 – strongly agree.

The biggest respondent group was, yet again, *partly agrees* (34 %), followed by *neutral* (24 %) and *strongly agrees* (22 %), tailing after each other. 15 % of the respondents left this question unanswered. That is the highest percentage yet for skipping a question. It may well be that some customers who only order a little or who only order packaging supplies might find have found it hard to answer this question. The results are showcased on the next page in a column chart in Figure 14.

From these results it could be gathered that, on a general level, Smurfit Kappa understands their customer's needs. Surely there is room for improvement here as well, as there as respondents who picked *partly disagree* or even *strongly disagree* for their answer, and as stated, 24 % reacted to the question neutrally.

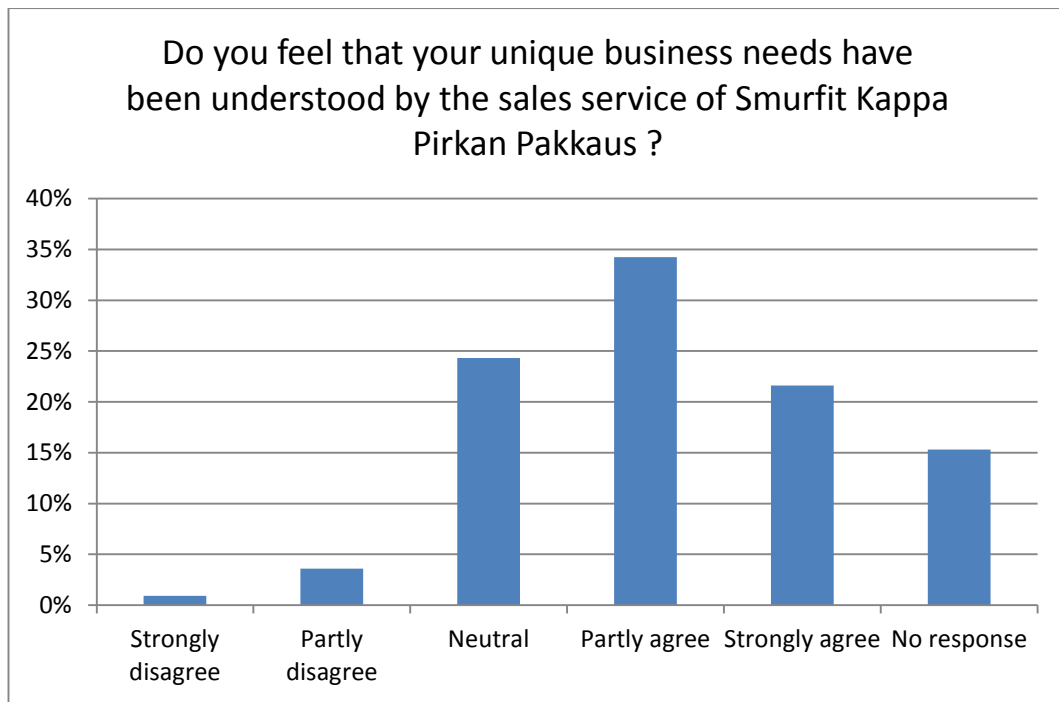


Figure 11. Have the business needs of the respondents been understood at Smurfit Kappa's sales service

The next question was mapping how fast the sales service of Smurfit Kappa is to respond to customer inquiries. The grading scale for whether quotations, proposals and other responses are received in time was: 1 – Strongly disagree, 2 – Partly disagree, 3 – Neutral, 4 – Partly agree, and 5 – Strongly agree.

Majority of the respondents (78 %) replied either '*strongly agree*' or '*partly agree*', which means that most of the time, the sales service of Smurfit Kappa is able to respond to customer needs in a reasonable time window. However, the bar for *partly agree* is still longer than *strongly agree*. Moreover, 18 % of the respondents replied with either *neutral*, *partly agree*, or *strongly agree*, so there is diversity in the pace in which the sales service employees handle customer inquiries. The results for this question are shown on the next page in a bar chart in Figure 12.

Something small that Smurfit Kappa could do to make customers more satisfied with the pace in which the customer inquiries are handled would be by answering at least something in the likes of "we have received your inquiry and will reply you the soonest" within 24 hours of receiving the inquiry, which would give a feeling to the customers that their request is being taken care of.



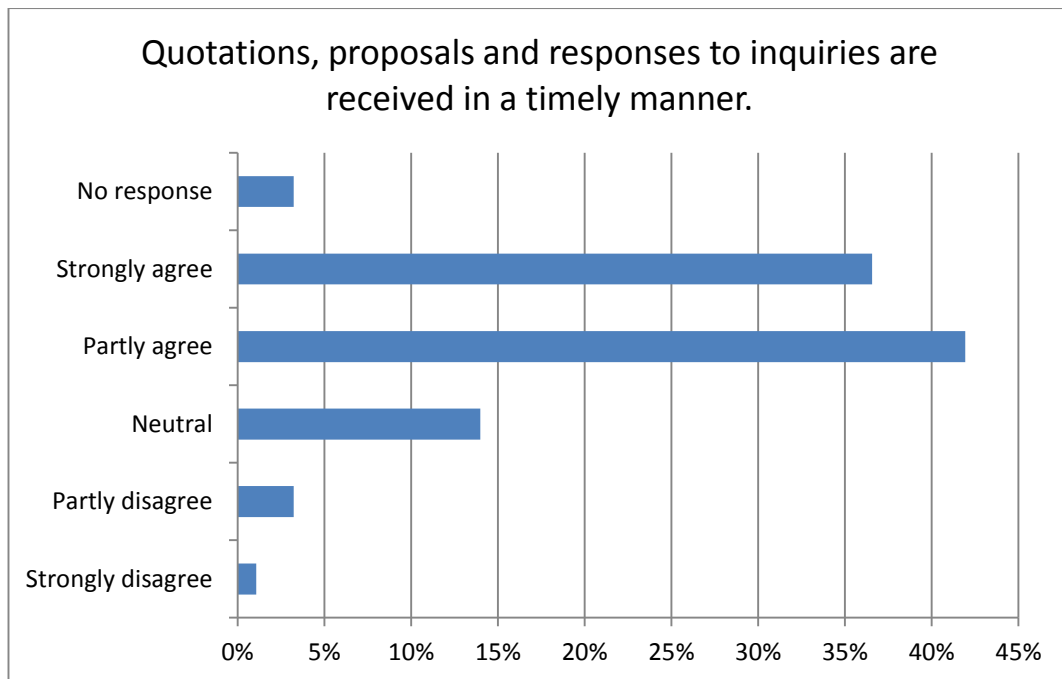


Figure 12. *Quotations, proposals and responses to inquiries are received in time*

For order confirmations being sent in time for each customer order, the grading scale was: 1 – Strongly disagree, 2 – Partly disagree 3 – Neutral, 4 – Partly agree, 5 – Strongly agree.

Again, the results were very positive, with a majority of the respondents replying either *strongly agree* or *partly agree*. The full results are shown in a bar chart below in Figure 13.

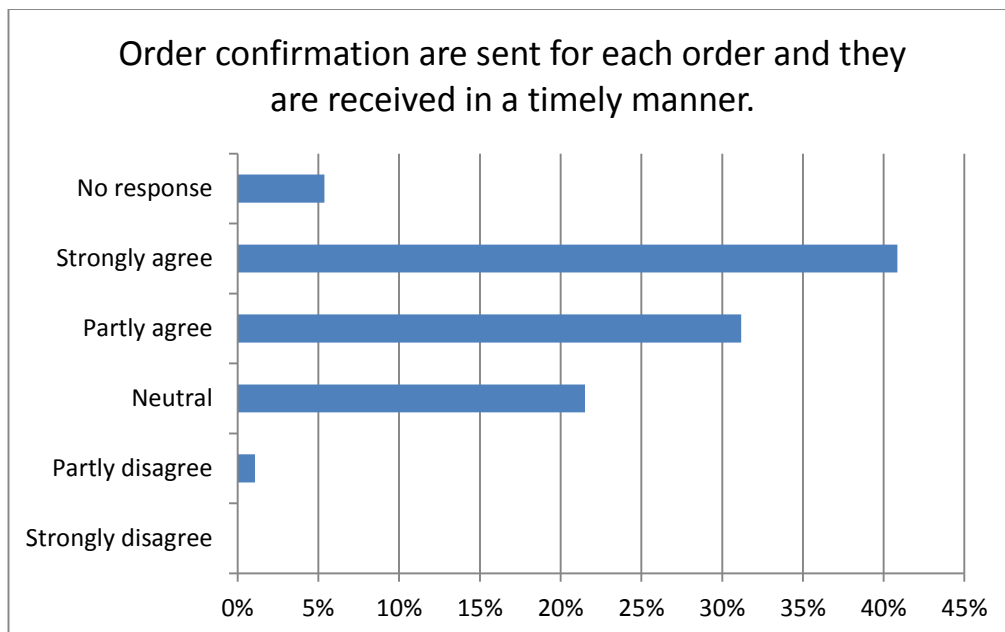


Figure 13. *Order confirmations are sent for each order and are received in time*

The respondents are more satisfied with the timing of order confirmations than they are to the pace of responding to customer inquiries. For the first time, strongly agree is the longest bar in the chart and almost all the respondents agree either partly or strongly with the statement made in the question. There were only a number of individual unsatisfied respondents, but no one was strongly unsatisfied in this area.

The following two questions in this section map the current level of after sales service at Smurfit Kappa, namely how well and how fast quality issues and claims are handled.

The first question was inquiring how fast the sales service is to respond to claims. The grading scale was, as usual: 1 – Strongly disagree, 2 – Partly disagree, 3 – Neutral, 4 – Partly agree, 5 – Strongly agree.

For this question, the biggest respondent group was *neutral*. However, majority of the responses were still positive. Full results are showcased below in Figure 14.

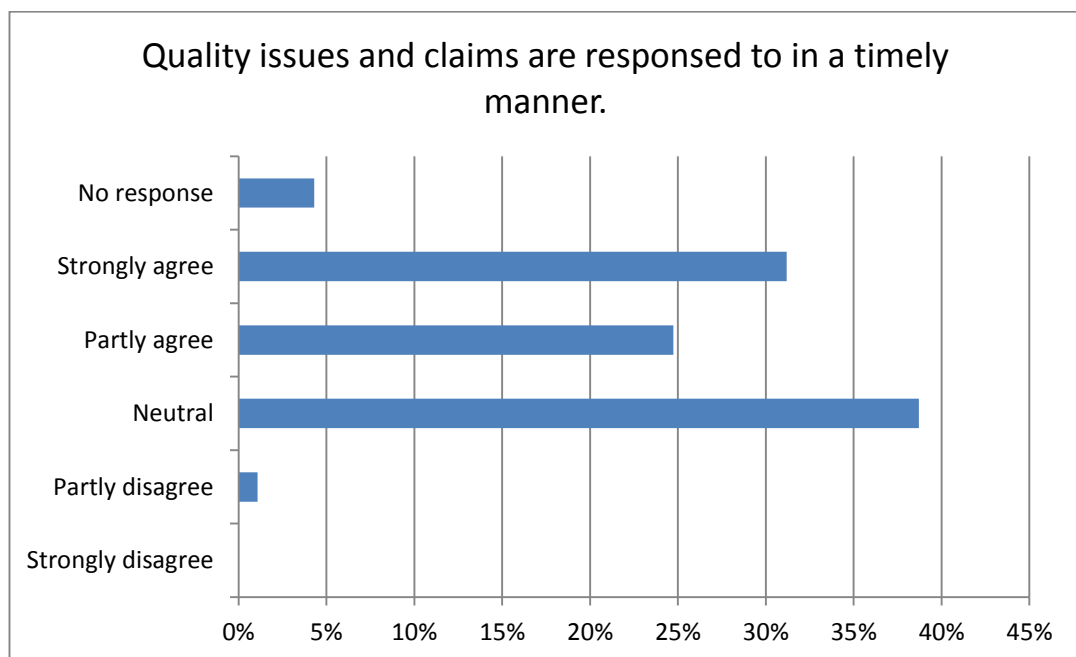


Figure 14. *Quality issues and claims are responded to in time*

The respondents were not as satisfied with responding to claims as they were with responses to regular inquiries and receiving of order confirmations. As stated, majority of the respondents had a neutral attitude towards the statement made in the question. One reason for this could have also been lack of experience with Smurfit Kappa in regards to the company's claim handling procedures. However, what is positive is that only a few

customers partly disagreed with the statement, and there was no one who picked *strongly disagree* for an answer.

The second question was inquiring whether the corrective actions taken as responses to quality issues and claims are effective and completed in a reasonable timeframe. The grading scale was: 1 – Strongly disagree, 2 – Partly disagree, 3 – Neutral, 4 – Partly agree, 5 – Strongly agree.

Yet again, the biggest respondent group, with flying colors, was ‘*neutral*’, followed by ‘*strongly agree*’ and ‘*partly agree*’. The results are shown below in Figure 15.

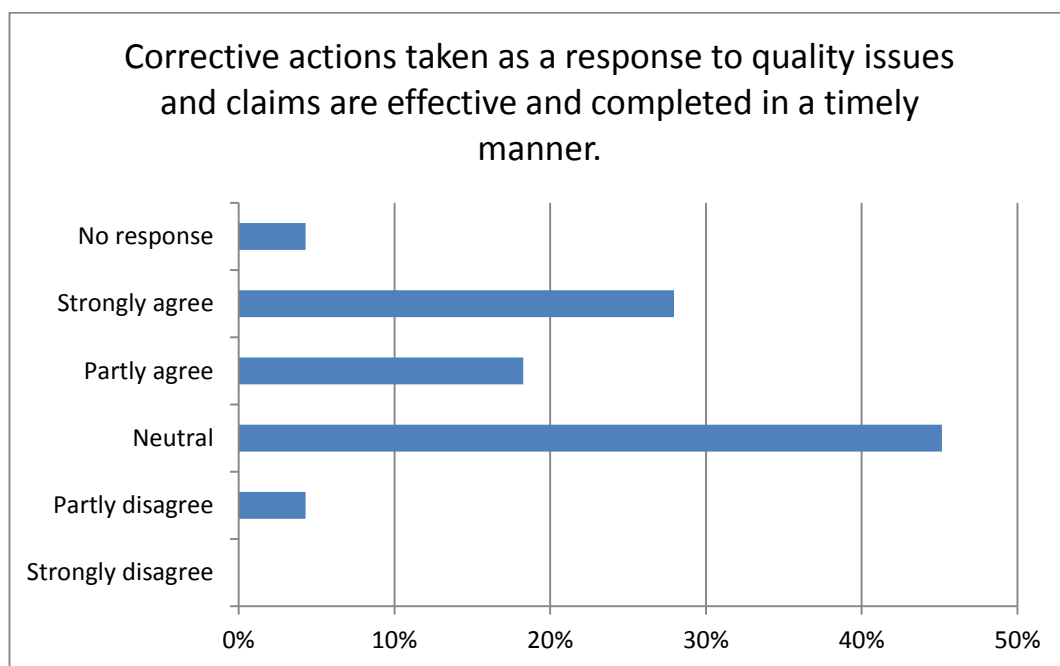


Figure 15. Corrective actions for claims are effective and completed in time

For both of the questions relating to after sales service, the responses distributed somewhat equally. However, for the latter one, the responses were a bit more negative than for the former one.

Majority of the survey respondents related to the corrective actions neutrally. While the respondents did not have as positive of an attitude towards the corrective actions as they did for the handling of claims, it is still positive that only a couple of respondents showed their discontents by replying *partly disagree*.

Finally, the respondents were asked to rate the quality of service at Smurfit Kappa on a scale of one to ten, ten being the highest. The average grade ended up being 7.45 and only a number of respondents picked a grade below seven, which is a good overall result. The full results are shown in a column chart in Figure 16.

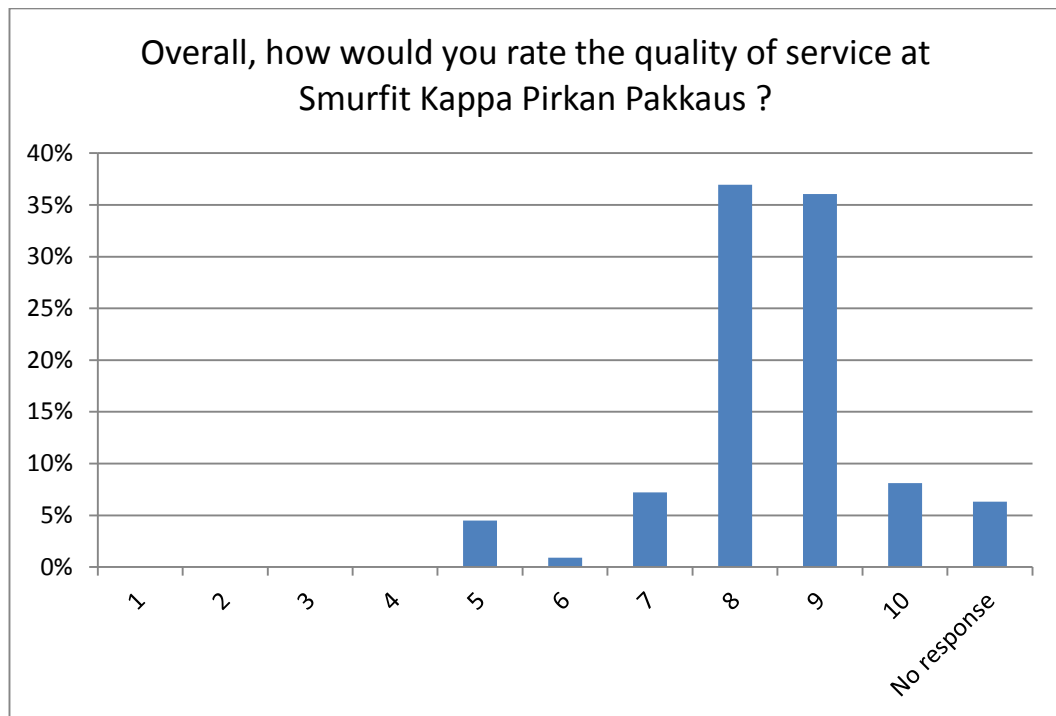


Figure 16. Grade given to the quality of service at Smurfit Kappa

As a conclusion it could be assumed that the respondents are relatively satisfied with the level of sales and after sales service received at Smurfit Kappa. As stated, most of the respondents picked a grade of 7 or more. At the same time, there were also a number of unhappy respondents and only a handful of people gave a grade bigger than 9.

### 5.1.5 Strengths and weaknesses of the case company

This section analyses the strengths and weaknesses of the case company based on the survey results. The respondents were asked to pick one option what they are most satisfied with in the case company, from a list of eight options. The same list of options was given to lost customers in a question inquiring the reason they decided to change suppliers.

These options were:

- ✓ Quality
- ✓ Price
- ✓ Lead times (order shipment)
- ✓ Lead times (quotes and inquiries)
- ✓ Purchase experience
- ✓ Customer service
- ✓ Product selection
- ✓ Other

The two aspects of Smurfit Kappa's products or services that the respondents were most satisfied with were the *quality of the products* (23 %) and *lead times for order shipment* (23 %) on shared first place. Second in the total scores came *customer service* (21 %), followed by *product selection* (12 %). The results are shown in a pie chart in Figure 17.

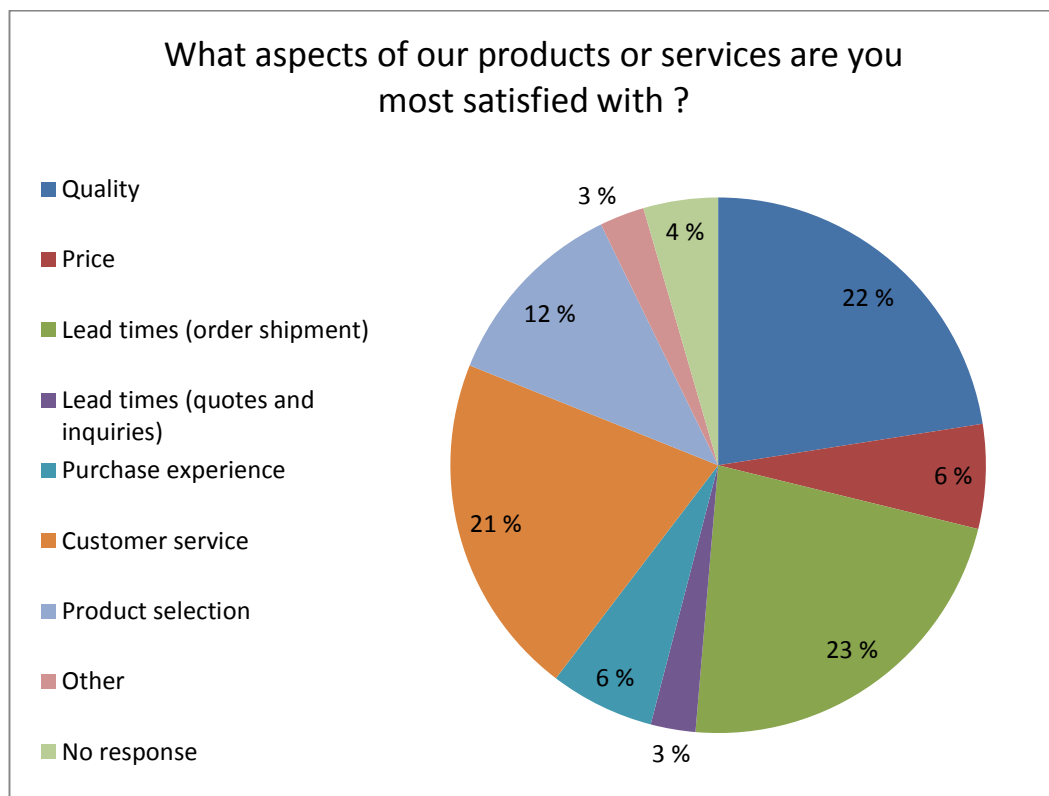


Figure 17. What aspect of Smurfit Kappa's products or services the respondents are most satisfied with

Again, with a majority of the respondents ordering stock items, it is not a surprise that they are satisfied with the delivery times. Another welcome feature in the results is that

the customers seem to be satisfied with the quality of the products and the customer service.

As for the respondents who picked ‘*other*’, all of them did not specify their answer, but a few did. One customer replied that they were most satisfied with “the level of customer service in the former Helsinki office”. This comment must be from an old customer, as there has been no office in Helsinki for over a decade. When the company used to have multiple locations and more staff, they also had more resources to better serve their customers, whereas now all sales and customer service in Finland is lying on the shoulders of five employees. It is to be noted that the main office of Smurfit Kappa Finland has always been in Pirkkala, in the company’s current premises.

Another customer specified their choice with “all the boxes could be ticked”, meaning they cannot choose one option over another and are overall satisfied with all the areas. A third specification, coming from a lost customer, was “I do not remember”, which reflects that this respondent has not been in any business with Smurfit Kappa for a while and was therefore unable to give any answer.

For what the respondents were least satisfied with, the list of options was the same as for the previous question. For some reason, the skipping percentage was relatively high here, with almost fifth of the respondents leaving this question unanswered. Possible reasons for not answering could be either general satisfaction with Smurfit Kappa or unwillingness to leave negative feedback.

The winner of this category that clearly stood out from the rest was *price* (41 %), with almost half of the responses. Smurfit Kappa does have relatively high prices, but as can be seen from the results of the previous question, the quality of the products goes hand in hand with the price and customers do get value for their money.

The option ‘*other*’ also scored a relatively high percentage, coming second in the results with a share of fifth of the responses. The rest of the options scored less than 10 % of the responses, or none. The results are shown on the next page in a pie chart in Figure 18.

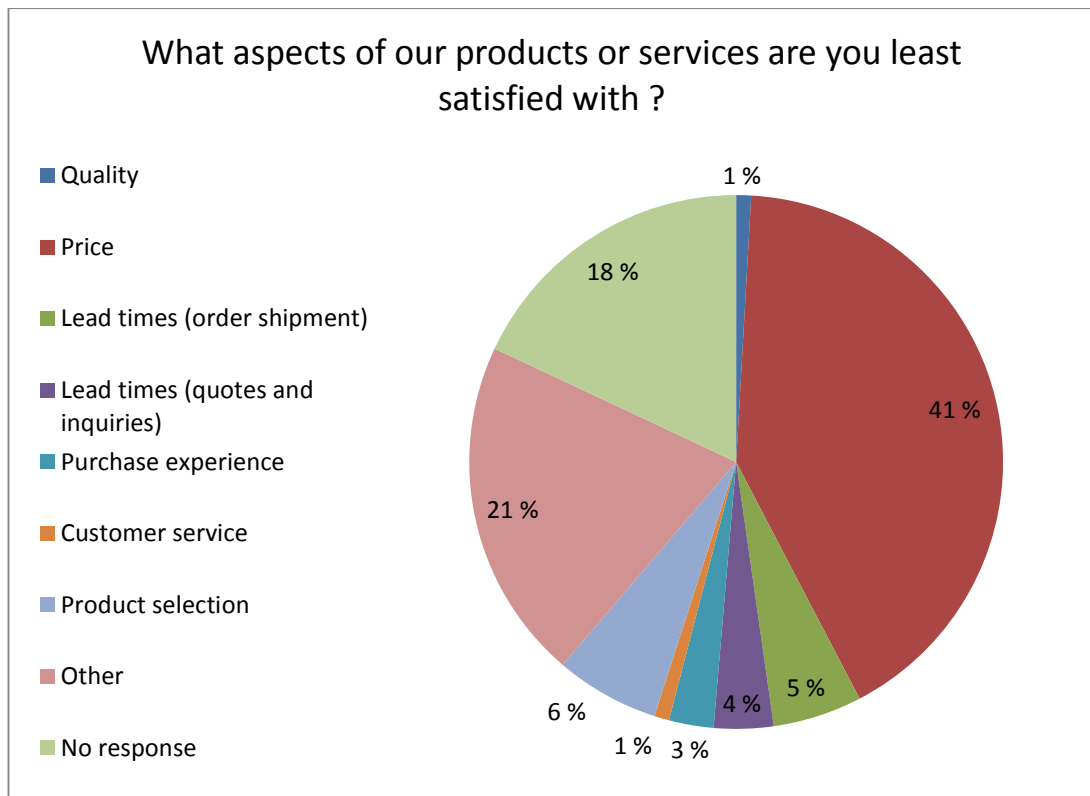


Figure 18. What aspects of Smurfit Kappa's products or services the respondents are least satisfied with

Almost half of the respondents who picked 'other' for this question (48 %) specified their answer either with "I do not know" or "everything is ok", which means that a big portion of the respondents are relatively satisfied with the case company. However, there were also few other reasons for this choice.

For instance, there were a few respondents that were hoping for a more active response to sales and customer service from Smurfit Kappa's employees. A few of these customers were hoping for a better and more customer-focused service in the product design process, and another one was unsatisfied with the fact that no one from the sales service had made contact with them after they stopped ordering from the company.

These responses also correlate with those of some of the previous questions, where some of the respondents were hoping for a better understanding for their needs and did not experience added value from the solutions offered by Smurfit Kappa.

One customer specified their choice of 'other' with having one bad purchase experience with the quality of products not being what promised, but it was also specified in this

answer that this was a one-time occasion and in all the other cases the quality was constant.

There was an additional question in the survey for lost customers that was inquiring the reason or reasons the respondents had for changing their supplier. As formerly mentioned, the options were the same as for the previous questions, namely:

- ✓ Quality
- ✓ Price
- ✓ Lead times (order shipment)
- ✓ Lead times (quotes and inquiries)
- ✓ Purchase experience
- ✓ Customer service
- ✓ Product selection
- ✓ Other

The main reason for changing suppliers followed the same pattern as the previous question: almost half of the respondents (44 %) picked *price* for answer. The option that came second in the result was, quite surprisingly, *product selection* (11 %). Around third of the respondents left this question unanswered, which is a high percentage considering the small respondent pool for this particular survey, but the results can still be used for reference. A demonstration of how the results divided for this question is shown on the next page in a pie chart in Figure 19.

Product selection, which came second in the results, also seems to point to the understanding of business needs and experiencing of added value mentioned in the previous section. If the lost customers were generally satisfied with the quality, but not with the product selection, it might reflect that some of the customers would have expected more tailored suggestions and solutions to fit their specific business needs, but failed to receive them.



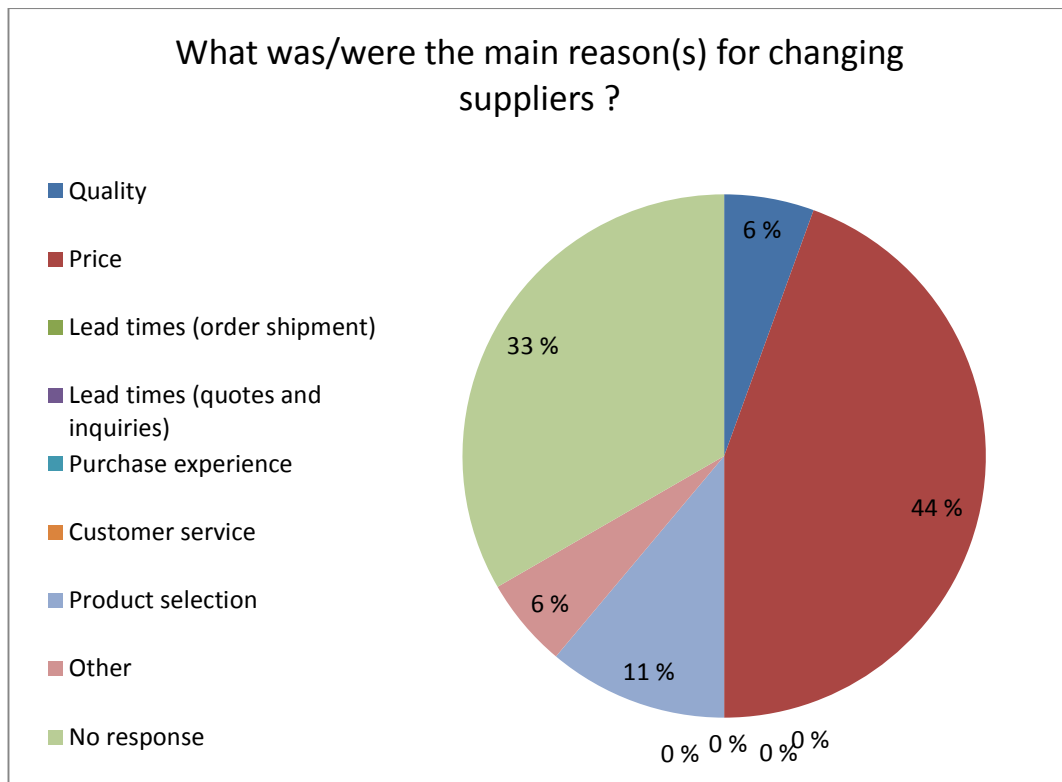


Figure 19. The main reason for changing suppliers (lost customers)

It is also worth pointing out that none of the respondents picked *lead times*, neither for order shipments or customer inquiries, nor *customer service* and *purchase experience* as key factors in the decision to change suppliers.

### 5.1.6 Open feedback

The open questions at the end of the survey were skipped by over half of the respondents. It was probably a lack of time, lack of motivation, or lack of knowledge to answer. However, most of the feedback that was received was very useful.

The first question in this section was inquiring whether or not the respondents would recommend Smurfit Kappa to others within their industry, and the respondents were asked to specify their answer.

Little less than half of the respondents replied 'yes' and only 1 % replied 'no'. As mentioned above, over half of the respondents left this question unanswered. However, what is positive is that almost all of those who answered the question would recommend

Smurfit Kappa to others. The percentages for the responses are demonstrated in pie chart below in Figure 20.

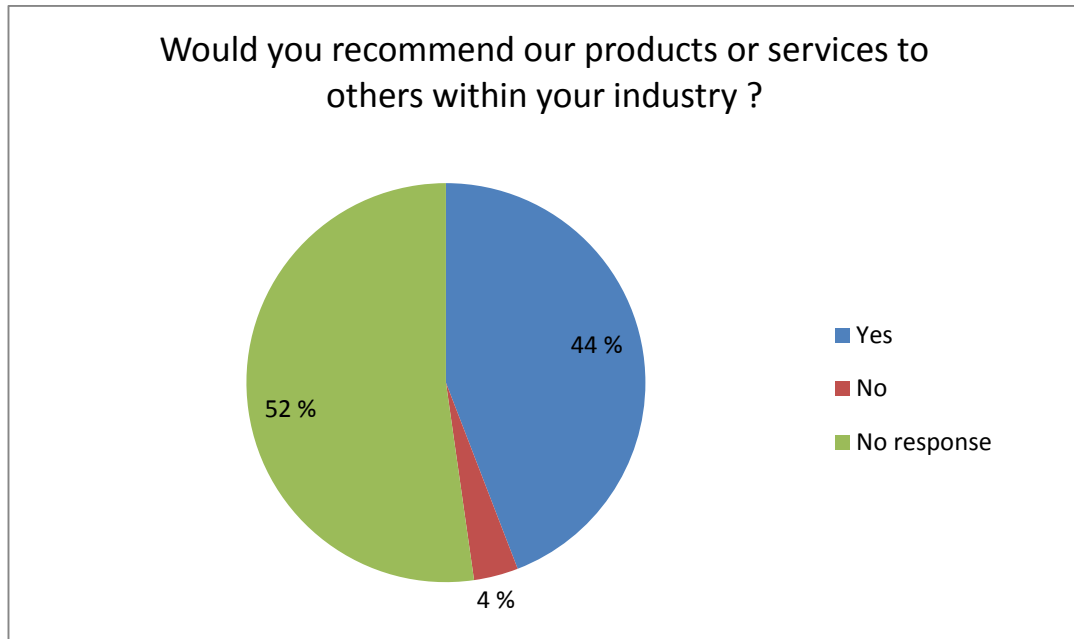


Figure 20. Would the survey respondents recommend Smurfit Kappa to others

Like said, there were not many ‘no’ answers for this question, but the main explanations stated for not recommending were (a) not having enough experience to recommend even though have been customers for years, and (b) no reason to recommend as there is no aspect in which Smurfit Kappa would raise above the competition. From this, one could gather that possible reasons for leaving this question unanswered are similar: lack of experience with Smurfit Kappa or Smurfit Kappa not having enough special advantages over competitors. It could also be limited time resources.

The themes for why the respondents would recommend Smurfit Kappa are much more diverse and are demonstrated on the next page in the bar chart in Figure 21. From these one can gather what the respondents value in the case company.

The main specification given for recommending was vaguely stated as ‘*everything works in general*’ (26 %), which was followed by ‘*good quality*’ (21 %) and ‘*fast and accurate delivery times*’ (18 %). ‘*Good service*’ (12 %) scored fourth on the list. Majority of the survey respondents replied ordering either packaging supplies or storage boxes, which are all stock items and have generally a lead time of 1 – 2 working days, hence it is not surprising that delivery time is one of the aspects customers are satisfied with.

Other not as much repeated reasons that scored less than 10 % of the responses, were *'functional solutions'*, *'long market experience'*, *'good availability for products'*, *'good product selection'*, *'competitive prices'*, *'good value for money'*, *'well-functioning cooperation'*, and *'domestic origin and locality'*.

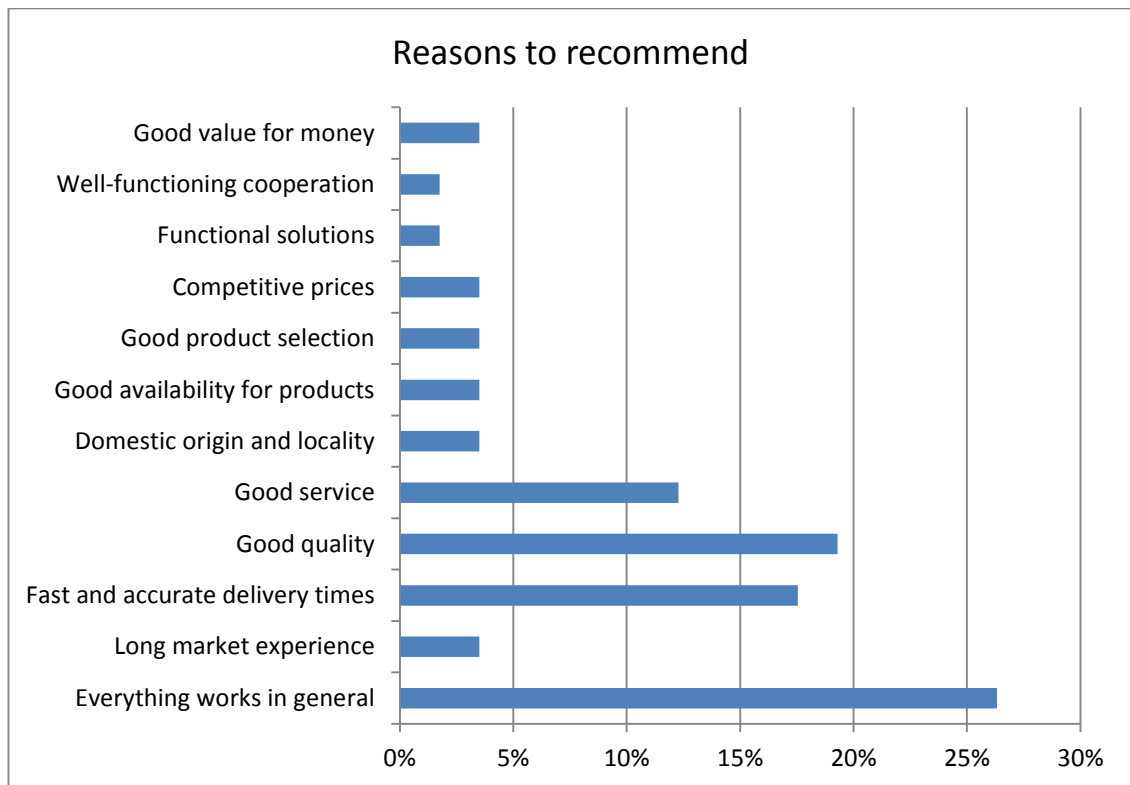


Figure 21. Reasons the survey respondents would recommend Smurfit Kappa

Even though all Smurfit Kappa Finland's production is not domestic, it seems to be a positive factor for customers to have a domestically operating company as their cooperative partner. Even though in the question for lost customers price was named as one of the key reasons for changing suppliers, some of the respondents specified their reasons for recommending Smurfit Kappa as gaining good value for money and the company having competitive prices.

In the last two questions of the survey, the respondents were asked to give open feedback, for instance, relating to Smurfit Kappa's products or services, and open regards to the sales service of Smurfit Kappa, if they wanted to. The results of both of these questions were combined here, as some of the respondents left the 'open feedback' –section blank but then gave their feedback in the 'regards' –section in the end. The response rate for this question was low, as only a little less than fifth of the respondents gave feedback in

this section of the survey. However, the results do form a vague pattern of what the respondents would like to see improved, which can be used as a reference. Moreover, the results seem to be in line with the previously discussed questions.

Almost half of the respondents (40 %) who replied to this question were hoping for a more active approach from the sales service of Smurfit Kappa. Customers would want more suggestions and ideas on, for instance, how the package would better serve their needs, how the assembly process could be sped up, some tips for recognition, and how to make a package more cost-effective.

Moreover, some of the respondents in this group (8 %) were hoping to receive more offers, information on possible price campaigns and new innovations, as well as other relevant product and company news, such as closing weeks and due dates for order placement. Digital newsletter, social media and company webpage were all mentioned as platforms to publish this information. From offers, price campaigns and information on new innovations the customers would get reminded of Smurfit Kappa's product selection, as well as retrieve ideas to serve their own business needs.

These aforementioned findings strongly correlate with the theory of H2H, as customers are hoping for a more personal business relationship in which the supplier – Smurfit Kappa – is interested specifically in their wishes and try to find the solutions that would best serve their needs.

There was also some positive open feedback, as a little under fifth of the respondents stated that the current level of service is enough for their needs, and that in general, they have been satisfied so far.

The price theme also continued in the open feedback section, but not as strongly, as only a couple of respondents were hoping for lower prices and no price increases from the company.

Some other things that came up in the survey were, for instance, opening of a commercial warehouse and starting a logistics service for customer orders. While commercial warehouse, at least, is not possible with the company's current resources, an online store could

be a way around this. What comes to the logistics service, one idea could be to ship all the smaller orders to automated parcel machines for customers to pick up.

## 5.2 SWOT analysis

SWOT analysis is an acronym for *Strengths, Weaknesses, Opportunities and Threats analysis*. In SWOT, all the biggest strengths, weaknesses, opportunities and threats of a company are listed to help in the development of a strong business strategy (Berry, T.).

Strengths and weaknesses are something that are internal to the company (Berry, T.), for instance quality, location or service. Opportunities and threats, in turn, are external to the company (Berry, T.), such as market prices, suppliers or economic situation. These external factors are something that are out there in the market and cannot be affected – only responded to.

Figure 21 on the next page shows the SWOT analysis of Smurfit Kappa. The customer survey responses helped to reveal what the company's strengths and weaknesses are from the respondent's point of view.

In the customer survey responses, fast lead times for orders, quality of products, domestic origin and locality were all mentioned as Smurfit Kappa's strengths. These aspects should be brought up much more on the company's website and marketing practices.

As Smurfit Kappa Finland is a part of a large, multinational corporation, it has the opportunity to make use of the experience and technical knowledge of other members of the Group. An '*Innobook*', namely a structured database of innovations, is shared within the Smurfit Kappa Group and is accessible for all the employees of the Group around the world. It is a huge strength for a small local operator like Smurfit Kappa Finland to have the support, knowledge and experience of approximately 45'000 professionals in the background.

As for weaknesses, the themes that rose from the customer survey were lack of certain business practices, lack of marketing and inconvenience of the company's local webpage. What is positive about these is that they are all aspects that can be easily fixed.

## SWOT

### Smurfit Kappa Pirkan Pakkaus Oy

#### STRENGTHS

- Domestic origin and locality
- Quality of products
- Fast lead times for orders
- Belongs to a large Group which is a one of the world leaders in its industry
  - "Innobook" shared within the Smurfit Kappa Group
  - Cooperation with other members of the Group
- Functioning cooperation agreements also with other operators in the industry
- Fast lead times for stock items
- Certificates: FSC, PEFC

#### WEAKNESSES

- Differing practices within the sales service
- Not having a CRM
- Not found in Google search results
- Limited product range
- Relatively high prices
- Old and limited machinery at the production site
- Not currently utilizing any social media channels
- Confusing website
- Limited resources (e.g. staff, finances, premises, machinery)
- Limited local decision power

#### OPPORTUNITIES

- Global trends:
  - Ecology
  - Corporate Social Responsibility
  - Supporting goods that are locally produced and of domestic origin
- Search Engine Optimization and Google ad words – getting on the first page on Google search
- Informative and simple new website
- Launching of online store for stock items
- Memorable name – easy to build a brand around once start to be recognized

#### THREATS

- Losing customers to businesses in low-cost countries
- Company's current cash-flow problems
- Some of the key competitors have much better marketing practices
- Current economic situation and low conjecture in Finland and EU
- Weakening purchasing power of consumers
- Effects of BREXIT on the economies of EU countries
- The effects of USA's Presidential election on global economy

What comes to opportunities, themes like ecology and Corporate Social Responsibility have become increasingly important in the business world and are something that Smurfit Kappa should also incorporate into their strategy, especially as it is something that the Smurfit Kappa Group is presently doing.

The launching of the new online store is also a great opportunity, through which it is made much easier for the customers to order Smurfit Kappa's stock items. As the staff count of sales service at Smurfit Kappa Finland is less than 10, an online store would take some load of the employees and make the workdays more efficient.

One of the most obvious threats is the current uncertain economic situation in the whole Europe. The effects of Britain leaving the European Union (BREXIT) can potentially even weaken the economies of remaining EU nations. As the purchasing power of consumers weakens, it reflects to the sales at stores, which in turn decreases the demand for cardboard packages and displays. Furthermore, the products that Smurfit Kappa offers are a big part of marketing, and unfortunately marketing is usually the first area where companies make cuts when their situation looks uncertain.

It could be concluded that, as formerly stated, most of the weaknesses of Smurfit Kappa can be easily fixed with small adjustments on the company's operations. The threats related to low conjecture, current economic situation and losing customers to operators in low-cost countries are the same also for Smurfit Kappa's competitors. Overall, the company stands relatively strong – customers like the quality of the company's products and are relatively satisfied with the current level of operations and services. Hence, once the problems with visibility and acquisition of new customers are erased, Smurfit Kappa has big potential to grow in the Finnish market.

### **5.3 Competitor benchmarking**

Competitor benchmarking means assessing the performance of a business against the performance of other businesses (Savanam, C. 2010). Not only can a business identify and incorporate proven practices and processes into their own practices, but can also avoid pitfalls by recognizing the mistakes made by other businesses. There is a saying that “early bird gets the worm but the second mouse gets the cheese”, which aptly describes



this. Competitor benchmarking is a great way to see where a business is positioned at in relation to their competition and finding the places for improvement.

In this section, the performance of Smurfit Kappa's most important competitors is briefly benchmarked against that of Smurfit Kappa. The areas which will be examined here are the company website, Social Media presence and search engine optimization.

In Figure 23, there is a list of some of the most meaningful competitors of Smurfit Kappa Finland. The companies are listed in order of largest revenue. The percentages underneath the company name demonstrate the trend in revenue growth from the previous business year, which have been retrieved from Taloussanomat (2016) and Kauppalehti (2016) websites.

COMPANY	REVENUE	REVENUE TREND
Stora Enso Packaging Oy	€ 87.3 million/2015	-4.6 %
DS Smith Packaging Finland Oy	€ 57.5 million/2015	-4.9 %
Adara Pakkaus Oy / Adara Display Oy	€ 38.4 million/2015	-9.1 %
Pa-Hu Oy	€ 8.7 million/2015	+6.0 %
Printcenter Oy	€ 4.6 million/2015	+24.3 %
Oy Orapac Ab	€ 4.2 million/2015	-2.8 %
Packlink Oy	€ 4.0 million/2015	+7.6 %
BestPak Oy	€ 3.4 million/2014	+3.2 %

*Figure 23. List of biggest operators in corrugated packaging in Finland*

For reference, the revenue of Smurfit Kappa Finland was approximately € 5.2 million in 2015 and the company had a negative revenue growth of -3.6 % from the previous business year (Taloussanomat, 2016).

All of the companies listed in Figure 23 offer corrugated packaging solutions and standard cardboard boxes in Finland. However, not all of them are focused on corrugated packaging exclusively. For instance, Orapac also produces consumer packaging from carton. Furthermore, Printcenter Oy is also concentrated on other packaging materials. Printcenter prints and produces all kinds of packaging solutions and marketing materials for businesses, but in display manufacturing the company is a meaningful competitor for Smurfit Kappa.

Stora Enso Packaging and DS Smith Packaging Finland are both a part of larger multinational corporations. Stora Enso Packaging Oy belongs under Stora Enso Oyj, which is a global leader in pulp and paper manufacturing (Stora Enso Oyj). In addition to cardboard packaging solutions, Stora Enso Packaging Oy also supplies packaging machines, systems and cardboard sheets for other companies. DS Smith Packaging Finland Oy, in turn, belongs under UK-based DS Smith Plc, which is a manufacturer of different types of corrugated packaging, plastic packaging and recycled paper (DS Smith Plc). DS Smith Packaging Finland is focused on manufacturing cardboard packaging solutions.

Similarly to Stora Enso Packaging Oy, also Adara Pakkaus Oy supplies corrugated sheets and packaging machinery to other companies. Maintenance services and spare parts are also included in Adara's offering in addition to corrugated packaging solutions.

Out of the companies listed in Figure 23, Adara Pakkaus Oy, Stora Enso Packaging, DS Smith Packaging, and Printcenter are the key competitors of Smurfit Kappa Finland in terms of display manufacturing. However, considering the company size, revenue and product range, Pa-Hu, Packlink and BestPak are the most similar to Smurfit Kappa Finland. In addition to the ones listed, there are a lot of small cardboard packaging manufacturers in Finland that Smurfit Kappa is indirectly competing with.

Big corporations may have huge production capacity and low prices due to larger raw-material purchases as their competitive advantage. However, small businesses have the possibility to be more agile, more flexible and much faster. If incorporating understanding of customer needs, great service and good money-value rate, even a small operator can have a competitive advantage over bigger one.

Moreover, as mentioned before, Smurfit Kappa produces smaller quantities locally at Pirkkala and larger order quantities are traded either from other members of the Group or local cooperative partners. Consequently, Smurfit Kappa Finland also has larger production quantities as their advantage.

### 5.3.1 Search Engine visibility

Most of the competitor's listed in Figure 23 scored well in Google search results. Using Finnish equivalents for keywords such as sales package, cardboard package, sales display and cardboard display, most of the listed companies came up on the first or second page of Google search results.

For instance, with "aaltopahvi pakkaus" (=cardboard package) as search words, the companies that came up on the first page of Google search results were Stora Enso Packaging, Orapac, Pa-Hu, DS Smith Packaging Finland, as well as a paid ad of Stora Enso Packaging.

With "aaltopahvi display" (=cardboard display) or "myyltiteline aaltopahvi" (=sales rack, cardboard) as search words, Adara Pakkaus, Stora Enso Packaging (both organiz results and paid ad) and BestPak came up on the first page.

With "myyntiteline, aaltopahvi" (=sales display, cardboard) as well as "myyntipakkaus, aaltopahvi" (=sales package, cardboard), the companies that came up on the first page were, once again, DS Smith Packaging, Pa-Hu and an ad of Stora Enso Packaging.

Especially Stora Enso, DS Smith, Pa-Hu and BestPak have all optimized their websites well for search engines to find. In addition to SEO, Stora Enso Packaging has utilized Google AdWords, as their paid ad came up in almost every search.

For reference, Smurfit Kappa did not come up in the search results with any of the used key words.

### 5.3.2 Social Media presence

While Stora Enso Oyj is active on almost all main Social Media Platforms, the Group's subsidiary, Stora Enso Packaging, is only present on Youtube and Facebook. The Facebook profile of Stora Enso Packaging looks fairly new, as the first post is from April this year and there are only 38 people who like the page. By early August, Stora Enso Packaging has made four different posts on their profile. The first two posts have not gotten

any likes, but the third one got two and the newest one has gotten 44 likes, so the Facebook profile of the company is starting to gain more visibility.

Stora Enso Packaging does content marketing on their profile by posting news articles, either ones that discuss the company or those that relate to the industry. For instance, the newest post from Stora Enso Packaging tells about a ScanStar price that was awarded for Stora Enso for their EcoFishBox™ – innovation.

DS Smith Packaging has many international Social Media profiles – namely Facebook, LinkedIn, Twitter, Youtube and Instagram – but DS Smith Packaging Finland is not currently active on any Social Media platforms.

Adara Pakkaus and Pa-Hu both have company profiles on LinkedIn. However, Pa-Hu has just made the profile but has not made any posts on it. Adara, on the other hand, has two LinkedIn profiles – one for Adara Pakkaus and one for Adara Display. Both Adara and Pa-Hu have good company introductions on their profile, as well as links to the company websites. Adara Display's profile also has a link to the company's Pinterest profile, where they have posted a lot of pictures of interesting prints and innovative display and packaging solutions for customers to go through and retrieve ideas from. The Pinterest profile of the company is frequently updated with new pictures, and it is not just an idea bank for the company's customers – it is also a good source of innovations for the designers and sales employees working at Adara.

Adara Pakkaus is more active on LinkedIn than Pa-Hu and has a few recent posts on their profile, for instance a job advertisement for a new Sales Manager, a news article on a new innovation made at the company, and an ad asking whether the followers have checked their new updated company website for Adara Display. The same job advertisement for Sales Manager is also posted on Adara Display's LinkedIn profile.

In addition to LinkedIn, Pa-Hu also has a company Facebook profile. On this profile, Pa-Hu has posted, for instance, offers, news articles and pictures of their different product designs.

The rest of Smurfit Kappa's key competitors, Printcenter, Packlink and BestPak, are not utilizing any Social Media channels for their business.

### 5.3.3 Company website and digital marketing

The larger operators – Stora Enso Packaging, DS Smith Packaging Finland and Adara Pakkaus – all have very informative and engaging websites. Out of the smaller operators, Pa-Hu has the best-designed website.

The website of **Stora Enso Packaging Oy** is very interactive; it includes videos, company's reports and news articles related to the company and the industry. Sustainability and Corporate Social Responsibility are themes that have been emphasized on Stora Enso's website. The company's product offering is very well introduced, and contact information is very easy to find. Furthermore, Stora Enso Packaging introduces their main contact persons on their website by location, so their customers will know who they should contact in their area. There is also a contact form to make it easier to make contact with the company.

Stora Enso Packaging also has an easy-to-spot link for their digital newsletter subscription. While the website of Stora Enso Oyj has links to all of their Social Media channels, these links are not found on the website of Stora Enso Packaging.

The Website of **DS Smith Packaging Finland Oy** is also very well designed. Their website strongly emphasizes the benefits the company gives to their customers, and the product selection of the company is clearly illustrated using pictures.

At the bottom of DS Smith Packaging's website, there is a section with a title "Stay updated", which includes upcoming events that the company is organizing, news articles of the company and industry, as well as articles on innovative packaging solutions.

Contact information for DS Smith Packaging is very easy to find on their website, and there is a separate contact form to make it easier for customers to make the first contact. Furthermore, DS Smith Packaging has introduced their contact persons by area on their website, with pictures of each employee.

Out of all the companies previously listed in Figure 23, **Pa-Hu Oy** is the only one with a traditional online store. When one enters their website, there is a clear link to entering the store at the top right corner of the page. Furthermore, Pa-Hu has an automated 24-hour

chat machine that pops up from the bottom-right corner of the page, which enables much-needed two-way communication with their customers and, overall, makes communication easier.

Just like Stora Enso and DS Smith, also Pa-Hu has a separate contact form on their website. Furthermore, the company has introduced their product selection very well and there is a clear link to subscribing their digital newsletter. Pa-Hu's website also has links to the company's Facebook and LinkedIn profiles.

**Adara Pakkaus Oy** has two websites – one for Adara Pakkaus and one for Adara Display. The link to the website of Adara Display can be found on Adara's landing page. It can be immediately seen that an advertising agency has designed the company website, as it is very interactive, innovative and engaging. The introduction of Adara's product selection, especially the introduction of displays, is so far the best out of the competitors formerly listed in Figure 23. The most popular display structures are demonstrated on the company website in 3D pictures, and additional information is shared on each packaging solution.

Adara Pakkaus has a link to "Adara Shop" on their website, but it requires a username and password. Hence, the company's online store is only available for a restricted customer group. On Adara's website, there are also clear links to the company's LinkedIn and Pinterest profiles, as well as to subscribing the company newsletter. Also contact persons have been introduced with pictures, just like with Stora Enso and DS Smith.

While the website of **Packlink Oy** is not as engaging as the formerly mentioned competitors, it is clear, easy to navigate and all the necessary information is easy to find. On their main page, Paclink advertises supporting the work of Plan Finland, for the benefit of children in developing countries. Packlink also has a section for news and updated, but the latest news article linked is from year 2011.

The frame of the website of **BestPak Oy** is somewhat similar to that of Smurfit Kappa Finland. There is no navigation pane on the left side, which would make it easier to navigate through the page. The links to different product categories are below the company introduction, which is maybe good for mobile users, but most of the website visitors are likelier to access the website on a computer rather than mobile device.

Like most of the other companies discussed in this section, also BestPak has a contact form on their website, which makes it easier for customers to make contact with the company. They also have a map showing where the company is located, and a brochure link to the company's renewed sales brochure. Overall, the company website of BestPak is really simple, with not much to help the company stand out from the rest.

What comes to **Printcenter Oy**, their website is almost as confusing as that of Smurfit Kappa Finland. Their product offering is not well introduced, and for an outsider who is not familiar with the Printcenter, it is hard to tell what the product offering of the company comprises of. However, if one clicks on the link for "pictures of products", some kind of idea of their offering is formed through the picture categories.

Also Printcenter has a contact form on their website, and they have also introduced their main contact persons – however, without using pictures. Some of the sections of Printcenter's website are currently being updated, so it is hard to tell what the finished site will look like.

#### **5.4 Market and customer analysis**

While it is good for a company to benchmark their performance to that of their competitors', it is still most important to keep track on the changing needs of customers to be better able to meet their needs and not drag behind of the competition. This section briefly analyses both the market where the company operates in, as well as the current and potential customers in the market.

Even though Finnish market is quite small, there are still a lot of companies in need of packages and packaging supplies. According to a member survey conducted in late 2015 by the Finnish Packaging Association, 96 % of the members who responded believed the future of the industry in Finland to be either positive or fairly positive (Print&Media, 2015). None of the responding members believed the future to be negative.

According to a report on the Finnish packaging market by Pöyry Management Consulting Oy (2016), Finland has become a pioneer in the manufacturing of diverse packaging materials and product packaging. Finland has a lot of strong operators in the packaging front

and the know-how of these operators has also been realized on an international level. In 2012, the packaging industry in Finland was valued at EUR 1.6 billion, and the share of export sales was a staggering 75 % (Vasara et al, 2016). Packages designed by Finnish companies have also quite regularly won prizes in international competitions for innovative designs.

As mentioned formerly in Chapter 3, the demand for packaging solutions is very diverse, from simple boxes to complicated sales displays. As the general consumption and the number of online stores are growing, also the demand for packaging materials will continue to grow (Print&Media, 2015).

The targeted customer group for the case company is very wide, as almost all companies need some kind of packages for their business, whether it is for sales, storing, mailing, transportation or display, the need for these items is constant. The needs of the customers are also very diverse, from simple boxes to complicated display solutions.

Most of the customers of Smurfit Kappa Finland are B2C customers, selling their products or services to consumers instead of other businesses. As formerly mentioned in the analysis of survey responses, a big portion of these customers have extended their marketing operations to internet and Social Media in order to be better able to reach and engage with their customers.

The current poor economic situation in Finland has casted a shadow on the packaging markets. First of all, when the situation looks uncertain and budget is tight, marketing is the first area where companies make cuts in the budget. Second of all, as formerly mentioned about the packaging industry, the packaging producer is operating in a sticky spot right in the middle of the supply chain, leaving them vulnerable to price fluctuations from the feedstock supplier's side and price pressures from the end customer's side. The brand owner, who is positioned between the packaging supplier and the end customer, tries to hopelessly search for the most cost-efficient solution for their products, and for this reason many companies in Finland today are ordering their packages from overseas due to the higher price levels of local companies.



## 6 RECOMMENDATIONS FOR DIGITAL MARKETING

Both the customer research and competitor benchmarking suggest some improvements for the digital marketing of Smurfit Kappa Finland. The themes that especially surfaced from the research were company website, Search Engine Optimization, Social Media, and, in general, two way marketing.

### 6.1 Company website

The subpage of Smurfit Kappa Pirkan Pakkaus is hard to navigate in, and only around one third of the important information on the page is translated into Finnish. The overall experience left by the website is not very user-friendly, and as stated, the site is not found on Google due to its content not being optimized for search engines.

In the section of customer survey that covered the most important aspects of a supplier's website, the final order after counting all the results was the following: (1) 'clear and easy navigation', (2) 'list of products and services offered', (3) 'contact information and visiting address easily found', and (4) 'information on different materials and their qualities' and 'company introduction' on shared fourth place. In this sense, the website should be designed to be very clear, informative and easy to access.

In the open feedback section of the customer survey, some of the respondents were hoping for more reminders of the product selection. Also, opening of a commercial warehouse was mentioned in the results. Commercial warehouse is not really an option with the current premises and resources of Smurfit Kappa Finland, but an online store could be a good alternative solution.

As everyone today is on a schedule, information needs to be easily available to access and use. In the meeting held with the company's CEO Mr. Helenius, two marketing professionals and the thesis author, it was decided that Smurfit Kappa Finland will open an online store for their stock items in order to (a) reduce the workload that small stock orders bring onto some members of the sales service, and (b) also make it easier for the customers to see what is available for purchase. The items that will be available for purchase in the online store are always kept in stock, providing the customers with standard

one to two business day deliveries for their orders. A standardized price list will also be created for the stock items.

In the meeting held in June, a domain for the online store was already reserved and the plan is to at least partially publish the site on the internet latest by September 2016.

The fundamental aim for the new improved website as a whole is to make it much more user-friendly, that customers and potential prospects can easily find what they were looking for, make the first contact, and explore the product selection available for order.

### **6.1.1 Limitations**

The frame and positioning of the webpage is same within the whole Smurfit Kappa Group, and as such it cannot be modified. Only the content of text and image boxes can be changed, which creates its own challenges to the website project.

Appendix 4 aims to demonstrate the full frame of the current local page of Smurfit Kappa Finland. The sections which cannot be touched or which can only be translated to Finnish are marked with red squares, and the parts in which the content can be modified are marked with green squares.

### **6.1.2 Design and content**

The local page of Smurfit Kappa should be designed in a way that visitors would quickly find out ‘who we are’, ‘what we can offer to you’, ‘why you should choose us’ and ‘how you can contact us’.

The introduction is to be kept very short and compact. The average time that a person spends on one webpage is not very long, so most people do not bother reading a long introduction. According to Jakob Nielsen (2011), the average time spent on a website is less than a minute – or less than half a minute if the visitor cannot find what they came for. However, the attention of visitors can be held for much longer with aspects such as a clear value proposition, easy navigability, good design and engaging content (Nielsen, J.

2011; Kavalt, A. 2015). After Smurfit Kappa has updated their website, the company could monitor their website traffic with an online tool such as Google Analytics, which would give statistics on, for instance, how long the visitors actually spend on the website and which sections of the site are the most popular.

The introduction part itself could just comprise of ‘who we are’ and ‘what we offer’, in all its simplicity, in a clear and engaging way. If someone is interested to know more, they can click on links on the navigation pane for more information.

After the short introduction, the benefits for customers should be demonstrated in an eye-catching way that will pop up from all the other content, such as in Figure 24.



*Figure 24. Demonstration of benefits to customers in an interesting way*

Ecology and Corporate Social Responsibility are big themes within the Smurfit Kappa Group, and as mentioned earlier, they should be brought up more also on the website of Smurfit Kappa Finland.

All the important sections of the website need to be easily found from the main view of the page. If customers do not find what they are looking for fast, they go for the next option.

Currently, the links to all the subsections regarding the product and services being offered by Smurfit Kappa are in the bottom-center of the page, leaving some sections “hidden” below the others, and making the user having to scroll down the page to get to them.

These links need to be moved to the top left side of the page for easier navigation. The link to the contact form should also be moved to the left so it would be easier to find.

Furthermore, to avoid having a long list of subsections on the side, the product selection needs to be narrowed down into just a few categories under which you can retrieve additional information by clicking the category. An example for the navigation pane would be as follows:

Idea for the navigation pane:

- What's new?
- Stock items
- Tailored products
- Packaging supplies
- Other services

As formerly mentioned, Smurfit Kappa Finland will open an online store for their stock items later this year. The link to the online store should also be easy to find on the website.

All of these abovementioned changes are demonstrated in Figure 25 for clarity.

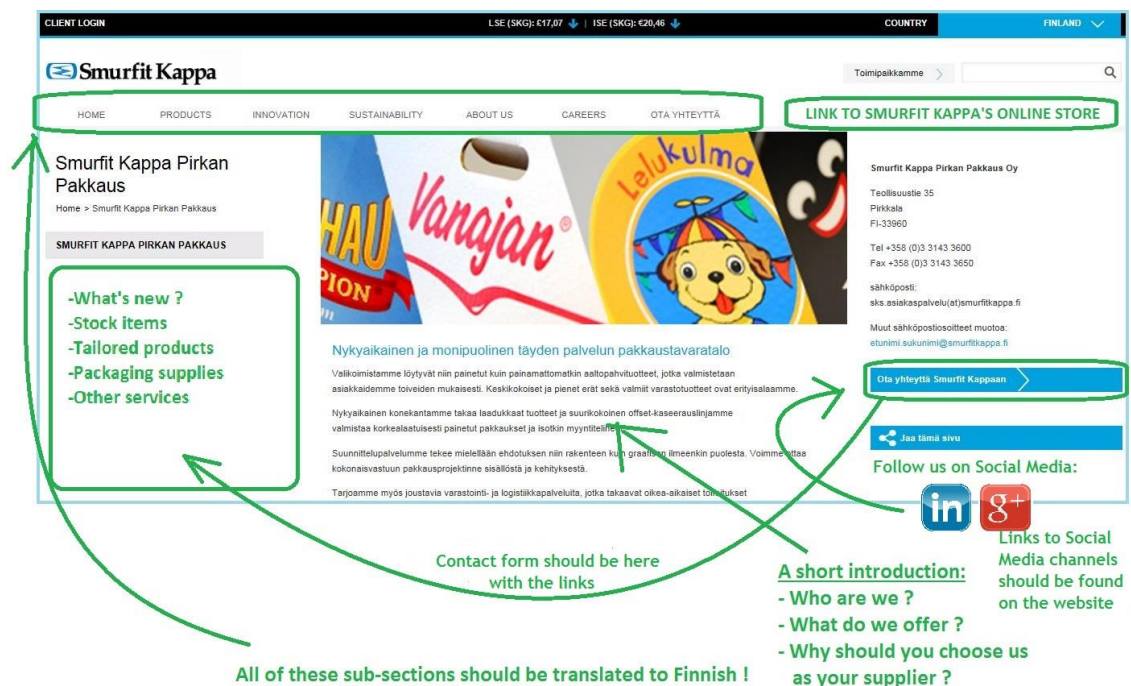


Figure 25. Ideas for the local page of Smurfit Kappa Finland

In order to avoid a mismatch of two languages, the landing page and subpages of Smurfit Kappa Finland should all be translated into Finnish. This is also important for Search Engine Optimization, which will be discussed later in this chapter.

Smurfit Kappa's current sales brochure (PowerPoint/PDF) and stock item brochure (PowerPoint/PDF) both need to be updated, and links to each of them should be put on the website someplace where they are easily spotted. As of at the moment, someone who is just briefly browsing through the page might not realize that there actually is a brochure link due to it being disguised as a picture and they are positioned on the bottom right side of the page. Furthermore, the list of stock items needs to be close to the list of tailored items for easier navigation.



*Figure 26. Current look and positioning of Smurfit Kappa Finland's brochure links on the webpage*

The current look and positioning of the brochure link is shown in Figure 26.

These same two brochures are available on the company's webpage should also be on the Social Media channels that will be set up for the company – or at least as a link to the website. The more all this information is spread across different platforms, the better it is for the company's visibility. However, as formerly mentioned, the idea is not to push information across different platforms, but to create content that actually interests and engages the customers.

In the contact information section, Smurfit Kappa should also introduce their main contact persons for customers. The best way to do this would be by using pictures of the employees, which creates more transparency and makes the sales employees appear as more personal to the customers.

This would also bring forward the human side of business, as the customer is able to see who the person is that they are communicating with.

## 6.2 Search Engine Optimization (SEO)

Like stated earlier in this thesis, 70 % of the respondents replied that they use Google to find information on possible suppliers. However, at the same time, 56 % of the respondents replied that they first found out of Smurfit Kappa through a friend, colleague, or business associate – less than 12 % of the respondents replied Internet or Google.

The author attempted to Google Smurfit Kappa Finland as an “outsider”, without using the name of the company in the search words. The author used Finnish equivalents for ‘corrugated packaging’, ‘sales package’, ‘sales displays’, ‘storage boxes’, ‘corrugated supplier’, ‘packaging supplies’, ‘packaging supplier’, and so forth, in the search, with no luck of finding Smurfit Kappa among the results despite scanning through multiple Google search result pages. The first pages of Google search results were filled with the biggest competitors of Smurfit Kappa Finland, which leaves the potential prospects enough options to choose from to order their sales packages and displays. Any prospects not knowing Smurfit Kappa by name are not subject to finding the company from the search engine results and thus, not likely to become business partners with Smurfit Kappa. This alone causes the company to lose a lot of potential customers to their competition.

One of the most important points for Smurfit Kappa Finland to do is to translate the company website into Finnish. First of all, considering that almost all of Smurfit Kappa Finland’s customers are Finnish, it would be much more user-friendly to have the information available for them in their own language. Furthermore, as was mentioned in Chapter 4.4, search engine optimization is largely based on repetition of certain keywords in places where they are fit, such as in titles, meta-description, domain name, text content of the websites, links and file names. This cannot be done if the text is not in Finnish.

Some of the competitors of Smurfit Kappa Finland are using Google AdWords to pump their ad to the top of the list of search engine results. While Google AdWords is an effective additional tool to use, one should not put all their hopes up on one search engine. Moreover, as has been discussed before in Chapter 4.3.2, people today are so used to technology and advertisements that they have learned ways to block and ignore ads, which is why a natural link ranking well due to successfully implemented search engine optimization is usually a better solution than a paid ad.

### 6.3 Marketing communications

If over 81 % of small and medium-size businesses in the developed countries today are using social media to market their practices, can Smurfit Kappa Finland really afford to be in the remaining 19 % that do not?

The importance of having many active platforms where your customers can reach you cannot be pressed hard enough. In the customer survey for Smurfit Kappa, some of the respondents were hoping for easier ways to communicate with their supplier. The need for two-way communications indicates that B2B is evolving towards H2H marketing, which was explained earlier in chapter 4.2. Digitalization has enabled fast and easy communication with customers, which is something that Smurfit Kappa should definitely also incorporate in their marketing operations.

While over third of the survey respondents (37 %) replied using Facebook for their business, it is not possible for Smurfit Kappa as the Group has made a line decision to not use that channel. However, Google+ came second in the results (27 %) and this channel already exists for Smurfit Kappa Finland. Furthermore, tailing right after Google+ in the survey results was LinkedIn with around fifth of the total responses. LinkedIn is a channel that Smurfit Kappa Finland is planning to open in the near future. Even though LinkedIn is not as popular in Finland yet as it is, for instance, in the Americas or United Kingdom, it has still increased its popularity on a significant level. On a global level, the member count of LinkedIn has grown by 20 % from January 2015 till January 2016, which means two new members each second (Hägglund, T. 2016).

Some statistics regarding the LinkedIn profile of Smurfit Kappa Group were retrieved from the company's internal PowerPoint presentation. The number of followers that the Smurfit Kappa Group has on LinkedIn has increased by 70 % in 2015. Majority of these followers, 60 % in total, are European. The Smurfit Kappa Group has only 148 followers in Finland, which is less than 0.5 % of the total number of followers. However, as stated before, Smurfit Kappa is not well known in the Finnish market, which naturally has an effect on the number of followers. Hopefully now that Smurfit Kappa Finland will open up an own LinkedIn account, the company will gain more followers and visibility also in the Finnish market.

### **6.3.1 Smurfit Kappa Pirkan Pakkaus on Social Media**

As formerly mentioned, Smurfit Kappa Finland opened a Google+ account during the making of this thesis to communicate with Google analytics and AdWords. However, considering that 27 % of the survey respondents are active on Google+, Smurfit Kappa should utilize the channel for more than just Search Engine Optimization.

In both Google+ and LinkedIn, one can post updates, pictures and links to articles, and other users can comment, like or share those posts. The fundamental idea behind these channels is very similar to, for instance, Facebook. It is very important for a company to be active on many different platforms to increase their visibility and cast a wider net on potential prospects. Active presence and updating on these channels would also open up those great two-way communication channels with the company's customers that would enhance customer relationships, if used successfully.

The most important aspects to have on Smurfit Kappa's Social Media profile are short company introduction and contact information, as well as clear links to the company's local webpage and to the web store they will open for their stock items. The sales brochure and stock item brochure that are found on the company's local page should also be found on their social media page in PowerPoint PDFs. For a minimum, the profiles should have a direct links to the company website where the brochures are. When all this information is spread across many different platforms, it naturally increases the chances of someone stumbling upon them.

What about the updates that the company should make on their social media profiles? Smurfit Kappa could post news if, for instance, there are some changes in regulations that affect the industry and might so be of interest also to the company's customers. A social media profile offering some extra benefit for the customer is an excellent way of engaging a customer. Also intercompany news and press releases, such as nomination news or articles on an event or product release regarding the company, are worth posting on the profile. Generally, any interesting news involving the company are worth publishing.

If there are some great new innovative displays or packaging solutions created at Pirkkala plant – or why not in some other plant within the Group – some of those should also be put on the social media channel, under a novelty section. Some of the customers who



gave feedback in the survey mentioned that it would be nice to receive some information on novelties from which you could retrieve ideas for your own business needs. Naturally, the risk exists that Smurfit Kappa's competition copies the same ideas from the channel, but it is not easy to copy innovative technical solutions from a simple picture. Furthermore, if Smurfit Kappa posts these kind of pictures of novelties on their channels, it shows where the idea originally came from.

Another problem with posting pictures of novelties is whether customers do or do not give permission to use pictures of their individually tailored packages or displays. One way to go round this would be to use a 3D picture or a line drawing of the product, in which case permission is not necessary.

The social media profiles of the company should also not be too serious. Obviously, social media marketing is not supposed to be a joke, but a little humor – when well thought out and used with taste – is more than welcome. First of all, while people might not care or be interested in you, everyone is interested in having a good laugh every now and then. Secondly, using humor in one's marketing practices also shows the audience a glimpse of the human behind the post, which is an important aspect in H2H marketing.

Smurfit Kappa could also try to arrange an event or a small competition on their social media page and see how people respond. After all, it is all about getting more people to know the company and help retention. Interesting posts and different competitions engage customers and help Smurfit Kappa to become a top-of-mind supplier.

Whatever marketing platforms a company is deciding to use, it is very important that these channels are updated regularly. If a company makes only two posts a year, no one is interested in following them. It also does not give a very good impression of that company to outsiders.

### 6.3.2 Digital newsletter

Some of the survey respondents were hoping to receive more offers and reminders of Smurfit Kappa's product selection, such as a digital newsletter from time to time. This is something that the company should definitely start doing on a regular basis, for instance four to six times a year.

To find out what works for the customers and what does not, Smurfit Kappa could do some experiments with the digital newsletters. For instance, one kind of newsletter with a specified title will be sent out to half of the respondents and another newsletter with a different title to the rest. After different test titles, the company will find out what kind of titles raise interest and make the recipients to open the message.

The content of the digital newsletter should start with whatever is most important at a time: novelties, seasonal products or offers, or reminders of possible closures at the production site or warehouse, and schedules for orders during busy times. And if there is nothing else to announce, just a simple reminder like "our sales service is open throughout the summer" is also worth putting up on the newsletter.

Now that Smurfit Kappa is opening their own online store, when that is up and running, it is something that should be announced on the company's digital newsletter.

Other things that could be included in the newsletter are similar to the social media channels, for instance, news on possible changes to regulations, nomination news, and for example recycling tips or tips on how to reuse old cardboard, to name a few.

Something else that the company could try is to include a little competition or raffle at least once or twice a year among the subscribers of the digital newsletter. The prices of the competition should be personal prices rather than company prices, because to be real, people are more interested in getting something for themselves than getting something for the company they are working for. Making something like this a tradition among the subscribers of the newsletter will most likely keep them as subscribers in the future.

## 7 CONCLUSION

At first, it is to be stated that based on the survey responses, the overall image the customers have of Smurfit Kappa is fairly positive. Customers like the quality of the company's products, and are mainly satisfied with the lead times and how the after sales marketing is handled. Customers were also fairly satisfied with the level of after sales service, more precisely claim handling and effectiveness of claim procedures at the company.

However, some of the customers were hoping for more customer contacts and, overall, a more active approach from the sales service, in both sales and the customer service front. This refers to the need of two-way communication. Instead of traditional B2B, the customers are in need of H2H business. This can be achieved by educating the company's sales service to be more active in the customer front, and be more attemptive in considering the needs of the customers. In the end, the overall purchase experience has been positive among the customers.

Effective Search Engine Optimization will facilitate the online discoverability of Smurfit Kappa Finland. These days, it is not possible for a not-so-well-known brand to succeed if it is not found on Google or any of the other major search engines. It is much easier for Smurfit Kappa to build their brand and concentrate on their main business if the customers can find the company and approach it themselves, rather than Smurfit Kappa desperately running after every potential prospect. After all, the group that can be reached with the current available resources is just a small percentage of the target group that the company could reach through proper marketing practices and online visibility.

The added visibility through successful Search Engine Optimization already makes it easier to find and attain potential prospects. When a prospect has clicked the company's website open, clear and easy navigability, availability of product information and an opportunity to easily make the first contact all significantly increase the possibility to gain new customer relationships.

It is also of grave importance that the new acquired marketing channels are updated regularly and well. There is no sense in making channels that are not updated and taken care of – outdated information or lack of new updates on a marketing channel do not give a good impression of a company to anyone.

Moreover, it is also important to regularly investigate the effectiveness of marketing operations, for instance the amount of visitors on a website, the opening percentages of digital newsletters and activity on social media channels. If there are drops in the statistics, it is important to think about procedures that keep the marketing channels efficient, customer-friendly and supportive of sales practices.

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[http://www.pakkaus.com/files/1914/6340/1040/Pakkauslaakso\\_suomalaisen\\_pakkausalan\\_ekosysteemi\\_low.pdf](http://www.pakkaus.com/files/1914/6340/1040/Pakkauslaakso_suomalaisen_pakkausalan_ekosysteemi_low.pdf)



## APPENDICES

### Appendix 1. Customer survey for active customers (Finnish)

1 (4)

#### 1. Mitä kautta saitte ensimmäisen kerran tietää meistä ?

- Työkaverilta tai tutulta
- Yrityksen virallisilta www-sivuilta
- Internet (esim. Google)
- Lehdestä
- Messut
- Sosiaalinen media (esim. LinkedIn)
- Muu, mikä ?

#### 2. Tilaatteko meiltä pääasiassa...

Voit valita useamman vaihtoehdon.

- Varastolaatikoita
- Myyntipakkauksia ja pakkausratkaisuja
- Myyntitelineitä ja displayta
- Pakkaustarvikkeita

#### 3. Kuinka pitkään olette tilanneet meiltä pakkauksia / pakkaustarvikkeita ?

- Alle vuoden
- 1-3 vuotta
- 4-6 vuotta
- Yli 7 vuotta

#### 4. Mitä kanavia käytätte hankkiessanne tietoa mahdollisista toimittajista ?

Voit valita useamman vaihtoehdon.

- Työkaverit tai tutut
- Verkkohakemistot
- Ammattijärjestöt
- Google-haku
- Lehdet
- Kirjastot
- Messut
- Sosiaalinen media
- Muu, mikä ?

### 5. Mitä sosiaalisen median kanavia hyödynnätte liiketoiminnassanne ?

Voit valita useamman vaihtoehdon.

- LinkedIn
- Facebook
- Instagram
- Twitter
- Youtube
- Google+
- Foursquare
- Pinterest
- Emme hyödynnä sosiaalista mediaa
- Muu, mikä ?

### Tärkeintä toimittajan www-sivuilla:

#### Tärkein

#### Toiseksi tärkein

#### Kolmanneksi tärkein

#### Neljänneksi tärkein

Unohtuiko jokin sinulle tärkeä seikka, mikä ?

### 7. Miten sinä arvioisit myyntipalvelumme tuotetuntemuksen ?

1 = heikko, 2 = kohtalainen, 3 = en osaa sanoa, 4 = hyvä, 5 = erinomainen

1     
  2     
  3     
  4     
  5

### 8. Kuinka hyvin me pidämme kiinni sovituista / luvatuista aikatauluista ?

1 = heikosti, 2 = kohtalaisesti, 3 = en osaa sanoa, 4 = hyvin, 5 = erinomaisesti

1     
  2     
  3     
  4     
  5

### 9. Koetko, että ainutlaatuiset liiketoiminnalliset tarpeesi on ymmärretty Smurfit Kappan myyntipalvelussa ?

1 = täysin eri mieltä, 2 = osittain eri mieltä, 3 = en osaa sanoa, 4 = osittain samaa mieltä, 5 = täysin samaa mieltä

1     
  2     
  3     
  4     
  5

### 10. Tuovatko pakkausratkaisumme liiketoiminnallenne lisäarvoa ?

1 = täysin eri mieltä, 2 = osittain eri mieltä, 3 = en osaa sanoa, 4 = osittain samaa mieltä, 5 = täysin samaa mieltä

1     
  2     
  3     
  4     
  5

**11. Tarjoukset, ehdotukset ja vastaukset mahdollisiin kyselyihin tulevat ajallaan.**

1 = täysin eri mieltä, 2 = osittain eri mieltä, 3 = en osaa sanoa, 4 = osittain samaa mieltä, 5 = täysin samaa mieltä

1       2       3       4       5

**12. Tilausvahvistukset lähetetään asianmukaisesti ja ne saapuvat ajallaan.**

1 = täysin eri mieltä, 2 = osittain eri mieltä, 3 = en osaa sanoa, 4 = osittain samaa mieltä, 5 = täysin samaa mieltä

1       2       3       4       5

**13. Mahdollisiin laatuongelmiin ja reklamaatioihin vastataan ajallaan.**

1 = täysin eri mieltä, 2 = osittain eri mieltä, 3 = en osaa sanoa, 4 = osittain samaa mieltä, 5 = täysin samaa mieltä

1       2       3       4       5

**14. Laatuongelmiin ja reklamaatioihin liittyvät korjaavat toimenpiteet ovat tehokkaita ja suoritetaan ajallaan.**

1 = täysin eri mieltä, 2 = osittain eri mieltä, 3 = en osaa sanoa, 4 = osittain samaa mieltä, 5 = täysin samaa mieltä

1       2       3       4       5

**15. Mihin osa-alueeseen olet meissä kaikista tyytyväisin ?**

- Laatu
- Hinta
- Vastineajat
- Toimitusajat
- Asiakaspalvelu
- Ostokokemus
- Tuotevalikoima
- Muu, mikä ?

**16. Mihin osa-alueeseen olet meissä kaikista vähiten tyytyväinen ?**

- Laatu
- Hinta
- Vastineajat
- Toimitusajat
- Asiakaspalvelu
- Ostokokemus
- Tuotevalikoima
- Muu, mikä ?

4 (4)

**17. Asteikolla 1 - 10, minkä arvosanan antaisit palvelumme laadulle ?**

1= erittäin huono, 5 = neutraali / en osaa sanoa, 10 = erinomainen

1    2    3    4    5    6    7    8    9    10

**18. Voisitko suositella tuotteitamme tai palveluitamme muille alanne yrityksille ? Miksi ?****19. Onko jotain mitä odottaisitte meiltä enemmän ?**

Esim. tuotteisiin tai palveluun liittyen.

**Muuta huomioitavaa / terveisiä ?**

Tähän voit antaa meille vapaasti palautetta tai terveisiä. (ei pakollinen)

Lähetä vastaukset

## Appendix 2. Customer survey for active customers (English)

1 (4)

**1. How did you first hear of Smurfit Kappa Pirkan Pakkaus ?**

- Colleague or business contact
- Company's official website
- Internet (eg. Google)
- Magazine
- Trade fair
- Social Media (eg. LinkedIn)
- Other, what ?

Please specify

**2. What are you mainly ordering from us ?**

Can pick many.

- Storage boxes
- Sales packages and packaging solutions
- Sales displays
- Packaging supplies

**3. How long have you been ordering packaging solutions / supplies from us ?**

- Less than a year
- 1-3 years
- 4-6 years
- Over 7 years

**4. What channels do you use to find information on possible suppliers ?**

Can pick many.

- Colleagues, friends or business contacts
- Online directories
- Trade associations
- Google search
- Magazines
- Libraries
- Trade fairs
- LinkedIn
- Other, what ?

Please specify

2 (4)

### 5. Are you currently using any social media channels for your business ?

Please pick the ones you are currently using.

- LinkedIn
- Facebook
- Instagram
- Twitter
- Pinterest
- Google+
- Youtube
- Foursquare
- We do not use social media
- Other, what ?

Please specify

### 6. What are the most important aspects of a supplier's website ?

Place in order of importance

**Most important:**

Company introduction

**Second most important**

Company introduction

**Third most important**

Company introduction

**Fourth most important**

Company introduction

Other, what ? (please specify)

### 7. How would you rate the product knowledge of our sales service at Smurfit Kappa Pirkan Pakkaus ?

1 = very poor, 2 = poor, 3 = neutral, 4 = good, 5 = excellent

1     
  2     
  3     
  4     
  5

### 8. How well are we keeping to promised / agreed schedules ?

1 = very poorly, 2 = poorly, 3 = neutrally, 4 = well, 5 = very well

1     
  2     
  3     
  4     
  5

### 9. Do you feel that your unique business needs have been understood by the sales service of Smurfit Kappa Pirkan Pakkaus ?

1 = strongly disagree, 2 = partly disagree, 3 = neutral, 4 = partly agree, 5 = strongly agree

1     
  2     
  3     
  4     
  5

### 10. Do you feel that our packaging solutions add value to your business ?

1 = strongly disagree, 2 = partly disagree, 3 = neutral, 4 = partly agree, 5 = strongly agree

1     
  2     
  3     
  4     
  5

3 (4)

**11. Quotations, proposals and responses to inquiries are received in a timely manner.**

1 = strongly disagree, 2 = partly disagree, 3 = neutral, 4 = partly agree, 5 = strongly agree

1       2       3       4       5

**12. Order confirmation are sent for each order and they are received in a timely manner.**

1 = strongly disagree, 2 = partly disagree, 3 = neutral, 4 = partly agree, 5 = strongly agree

1       2       3       4       5

**13. Quality issues and claims are responded to in a timely manner.**

1 = strongly disagree, 2 = partly disagree, 3 = neutral, 4 = partly agree, 5 = strongly agree

1       2       3       4       5

**14. Corrective actions taken as a response to quality issues and claims are effective and completed in a timely manner.**

1 = strongly disagree, 2 = partly disagree, 3 = neutral, 4 = partly agree, 5 = strongly agree

1       2       3       4       5

**15. What aspects of our products or services are you most satisfied with ?**

- Quality
- Price
- Lead times (order shipment)
- Lead times (quotes and inquiries)
- Purchase experience
- Customer service
- Product selection
- Other, what ?

Please specify

**16. What aspects of our products or services are you least satisfied with ?**

- Quality
- Price
- Lead times (order shipment)
- Lead times (quotes and inquiries)
- Purchase experience
- Customer service
- Product selection
- Other, what ?

Please specify

4 (4)

**17. Overall, how would you rate the quality of service at Smurfit Kappa Pirkan Pakkaus ?**

1 = very poor, 5 = neutral, 10 = excellent

1  2  3  4  5  6  7  8  9  10

**18. Would you recommend our products or services to others within your industry ? Why ?**

Please specify.

**19. Is there something that you would expect more from us ?**

Eg. Relating to our products or services.

**Additional remarks / greetings:**



## Appendix 3. Customer survey for lost customers (Finnish)

1 (4)

**1. Mitä kautta saitte ensimmäisen kerran tietää meistä ?**

- Työkaverilta tai tutulta
- Yrityksen virallisilta www-sivuilta
- Internet (esim. Google)
- Lehdestä
- Messut
- Sosiaalinen media (esim. LinkedIn)
- Muu, mikä ?

**2. Tilasitteko meiltä pääasiassa...**

Voit valita useamman vaihtoehdon.

- Varastolaatikoita
- Myyntipakkauksia ja pakkausratkaisuja
- Myyntitelineitä ja displayta
- Pakkaustarvikkeita

**3. Kuinka pitkään tilasitte meiltä pakkauksia / pakkaustarvikkeita ?**

- Alle vuoden
- 1-3 vuotta
- 4-6 vuotta
- Yli 7 vuotta

**4. Mitä kanavia käytätte hankkiessanne tietoa mahdollisista toimittajista ?**

Voit valita useamman vaihtoehdon.

- Työkaverit tai tutut
- Verkkohakemistot
- Ammattijärjestöt
- Google-haku
- Lehdet
- Kirjastot
- Messut
- Sosiaalinen media
- Muu, mikä ?

2 (4)

### 5. Mitä sosiaalisen median kanavia hyödynnätte liiketoiminnassanne ?

Voit valita useamman vaihtoehdon.

- LinkedIn
- Facebook
- Instagram
- Twitter
- Youtube
- Google+
- Foursquare
- Pinterest
- Emme hyödynnä sosiaalista mediaa
- Muu, mikä ?

### 6. Tärkeintä toimittajan www-sivuilla:

Aseta tärkeysjärjestykseen.

#### Tärkein

#### Toiseksi tärkein

#### Kolmanneksi tärkein

#### Neljänneksi tärkein

Nohtuiko jokin sinulle tärkeä seikka, mikä ?

### 7. Miten sinä arvioisit myyntipalvelumme tuotetuntemuksen ?

1 = heikko, 2 = kohtalainen, 3 = en osaa sanoa, 4 = hyvä, 5 = erinomainen

 1       2       3       4       5

### 8. Kuinka hyvin pidimme kiinni sovituista / luvatuista aikatauluista ?

1 = heikosti, 2 = kohtalaisesti, 3 = en osaa sanoa, 4 = hyvin, 5 = erinomaisesti

 1       2       3       4       5

### 9. Koitko, että ainutlaatuiset liiketoiminnalliset tarpeesi ymmärrettiin Smurfit Kappan myyntipalvelussa ?

1 = täysin eri mieltä, 2 = osittain eri mieltä, 3 = en osaa sanoa, 4 = osittain samaa mieltä, 5 = täysin samaa mieltä

 1       2       3       4       5

3 (4)

**10. Koitko, että pakkausratkaisumme toivat liiketoiminnallenne lisäarvoa ?**

1 = täysin eri mieltä, 2 = osittain eri mieltä, 3 = en osaa sanoa, 4 = osittain samaa mieltä, 5 = täysin samaa mieltä

1       2       3       4       5

**11. Mihin osa-alueeseen olit meissä kaikista tyytyväisin ?**

- Laatu  
 Hinta  
 Vastineajat  
 Toimitusajat  
 Asiakaspalvelu  
 Ostokokemus  
 Tuotevalikoima  
 Muu, mikä ?

**12. Mihin osa-alueeseen olit meissä kaikista vähiten tyytyväinen ?**

- Laatu  
 Hinta  
 Vastineajat  
 Toimitusajat  
 Asiakaspalvelu  
 Ostokokemus  
 Tuotevalikoima  
 Muu, mikä ?

**13. Asteikolla 1-10, minkä arvosanan antaisit palvelumme laadulle ?**

1 = erittäin huono, 5 = neutraali / en osaa sanoa, 10 = erinomainen

1     2     3     4     5     6     7     8     9     10

**14. Mikä sai teidät vaihtamaan toimittajaa ?**

Voit valita useamman vaihtoehdon.

- Laatu  
 Hinta  
 Vastineajat  
 Toimitusajat  
 Asiakaspalvelu  
 Ostokokemus  
 Tuotevalikoima  
 Muu, mikä ?

4 (4)

**15. Voisitko suositella tuotteitamme tai palveluitamme muille alanne yrityksille ? Miksi ?**

**16. Onko jotain mitä olisitte odottaneet meiltä enemmän ?**

Esim. tuotteisiin tai palveluun liittyen.

**Muuta huomioitavaa / terveisiä ?**

Lähetä vastaukset

## Appendix 4. Frame of the current website of Smurfit Kappa Pirkan Pakkaus

CLIENT LOGIN
LISÄ (SIRU): 117,07 | ISÄ (SIRU): 40,46
COUNTRY FINLAND

Terveystietomme >

HOME
PRODUCTS
INNOVATION
SUSTAINABILITY
ABOUT US
CAREERS
Ota yhteyttä

### Smurfit Kappa Pirkan Pakkaus

Home • Smurfit Kappa Pirkan Pakkaus

SMURFIT KAPPA PIRKAN PAKKAUS

#### Nykyaikainen ja monipuolinen täyden palvelun pakkaustavaratalo

Valikoimamme löytyvät niin pieneltä kuin painamattomasti esillä olevilta, jotka valmistetaan asiakasidämme toivomusten mukaisesti. Kaikkiloiset ja pienet erät sekä valmiit varastoluokat ovat erityisyyksiämme.

Nykyisimmän koneistamme tekee laadukkaat tuotteet ja suunnitellun offset-käsittelymme varmistaa korkealaatuiset painetut pakkaukset ja isotkin myyntilinnat.

Suunnittelupalvelumme tekee mielekkään ehdotuksen niin tekniseen kuin graafiseen ilmeeseen puolesta. Voimme ottaa kokonaisratkaisun pakkauskonseptin asiakasta ja kehityksestä.

Tarjomme myös joustavia versioita ja logistikkapalveluita, jotka takaavat oikea-aikaiset toimitukset ja haluatilastoille toimivuuden.

#### Sertifikaatit

FSC®

SPC

#### Peruspakkaukset

Peruspakkaukset ja tavalliset kappi- tai sirteläiset (Folco 222) ovat yleisimpiä kuitukäyttökohteita. Peruspakkaukset sopuvat kuitukäyttöä tuottaville laatuille ja tarjoavat hyvän pinta- ja sisäpinnan, joka

#### Lattalattineet

Lattalattineet ovat myymälätyyppiä ennen asiantuntijaa laitteita, jossa on hyödyllisiä kuitukäyttöä varten. Niitä käytetään myymäläympäristössä tarkoituksenaan vaikuttaa kuitukäyttöä esittämään.

#### Lavadiispleyt

Lavadiispleyt ovat myymälätyyppiä käytettäviä laitteita, joihin mahtuu suuri määrä tuotteita, jotka asiantuntijalla onnistuu poimia. Lavadiispleyt voidaan varustaa erilaisilla ja pakkauskäyttöön luonnollisilla esillä olevilla.

#### Pöytädiispleyt

Pöytädiispleyt ovat tavallisia tuotteita, jotka kuitukäyttöä varten onnistuu poimia myymälätyyppiä esittävillä laitteilla. Tällaiset voidaan asettaa strategisesti kuitukäyttöä näkyvästi esittämään ja myymälätyyppiä.

#### Heavy Duty -pakkaukset

Heavy duty -pakkaukset on suunniteltu suojaamaan raskaita, isoja tuotteita, helposti käsiteltäviä ja kuitukäyttöä tuottavien kuitukäyttöä ja varastointia varten. Nämä pakkaukset on suunniteltu valmistamaan kuitukäyttöä.

#### Jakajat ja ristikot

Lasikonekasetit ja ristikot ovat osa suojaa pakkausta. Niiden avulla voidaan erottaa useita samantyyppisiä esillä olevia tuotteita kuitukäyttöä varten ja suojata osa vahingoittumasta kuitukäyttöä.

#### Kulmasuojat

Kulmasuojat on suunniteltu suojaamaan, vahvistamaan ja vahvistamaan kuitukäyttöä varten. Niiden tarkoituksena on suojata kuitua, joka on ollut vahvistamaan logistikkajärjestelmää.

#### Pakkaussuunnittelu

Tarjomme asiakkaillamme suunnittelupalveluita laadukkaammalla mahdollisella pakkauskäytöllä. Yrityksiemme on markkinavoimien ja teemme jatkuvaa kehitystyötä asiakkaidemme kanssa voimakkaammaksi.

#### Käsitteelliset

Käsitteelliset ovat tavallisia esittämään myymälätyyppiä.

#### Smurfit Kappa Pirkan Pakkaus Oy

Taivassalme 35  
Pirkanmaa  
FI-03260  
Tel: +358 (0)3 2143 2600  
Fax: +358 (0)3 2143 2650  
sähköposti: asiakaspalvelu@smurfitkappa.fi  
Muut sähköpostiosoitteet muotoa: etunimi.sukunimi@smurfitkappa.fi

[Ota yhteyttä Smurfit Kappaan](#)

[Tee töitä meillä](#)

#### Täältä löydät meidät

Tämä on kartta

View Larger Map Get Directions

#### Pakkaustarvikkeet

Varustotamme löytyy laaja valikoima pakkaustarvikkeita valmiina toimittavaksi, mm.

- > Aaltopöydät
- > Postilaatit ja -kotelot
- > Kuppiluvot
- > Pakkauskappit
- > Koristealut
- > Vanneet ja vanneukset

Tuotuu varustotamme laaja.

#### Myyntiesite

Oikeasta esitteestä löydät lisätietoja toimintavalmiista, luotettavista ja palveluistamme.

#### Asiakkaamme kartovat

Venäjän Kallat Oy, toimittaja Jukka Salonen:

"Haluamme luottaa teidän laatuun näkyvän myös kuitukäyttöä varten ja myymälätyyppiä. Smurfit Kappa on suunnitellut ja toteuttanut meidän mahdollisuuksien rajoissa olemme olleet tyytyväisiä."