

Degree Thesis

Strategic Marketing Plan for a Finnish farm

Name: Hyunjee Kang

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<p>The thesis is aimed to create strategic marketing plan regarding organic meat products for a Finnish family-owned farm located in Joroinen. The farm serves high quality beef and lamb/mutton products. However, they have been faced a loss in the profit due to extremely low sales in the meat production. The meats used to be sold to butcher who then sells it as normal meats even though it is fully organic and local. Especially, the beef is a rare breed.</p> <p>Previous literatures were reviewed regarding relevant theories with the topic of this thesis researched which involve the process of marketing plan, SWOT analysis, customer-driven marketing, Integrated Marketing Communication (IMC), and implementations and controls as well as Finnish agriculture.</p> <p>Thesis is design by qualitative research based on primary and secondary source regarding the farm and marketing strategies. Primary source was collected through semi-structured Interview. The data was analyzed using an inductive reasoning.</p> <p>Accordingly, the resources of the farm from both a financial and time perspective were considered with realistic approach for the thesis.</p>	
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1. INTRODCUTION

1.1. Thesis Background

A sound marketing plan is critical to the success of all organizations- from large to small, for-profit or not-for-profit, domestic or global. (Armstrong & Kotler 1999)

Business needs a structured process to guide it through the examination of different opportunities for satisfying customers and achieving marketing goals (Burk Wood 2010). Therefore, creating marketing strategies are important to lead business successfully.

The purpose of this thesis is to create a strategic marketing plan for a Finnish farm. The farm is organic and family-owned located in Joroinen. Its primary products are beef and lamb/mutton, sheep fur, and different grains like wheat and rye, for example. The cows are a rare breed called *Eastern Finncattle* which was considered endangered in the past, but has recovered in recent years. The farm has been making a loss in the past years due to the meat production sales being extremely low. The farm also owns large area of forest which has typically compensated for the loss on the farming side of the business. The thesis will not mention the farm name because the farm wants to remain anonymous.

There are four steps when creating the marketing plan. First of all, SWOT analysis should be done in order to analysis market situation. Secondly, a customer-driven market needs to be designed regarding market segmentation, targeting, differentiation and positioning. Next, marketing mix strategies about 4Ps (Product, Price, Place and Promotion) should be set up. At last, proper communication and influence strategies is important in order to encourage the products interaction and loyalty with current and potential customers.

The farm has not had any marketing plan to promote products and find segments in the market for its successful business. Thus, this thesis is its first marketing plan for the farm.

1.2. Research Aim

Creating strategic marketing plan for a farm is the aim of this thesis. The farm is looking for domestic market for their organic farm products which are beef and lamb. Currently farm is selling their meat products, but keeps making a loss in profit from it. Therefore, the thesis is aimed at a guideline which can lead to increase the profitability of the meat production side of the farm.

1.3. Research questions

Research questions of this thesis are made out in the same context of research aim, which is planning marketing strategy for a Finnish farm. Thus, the thesis covers the following questions: How can the farm increase their profitability of meat products, so the farm can stop a loss of their profit? What are the farm's primary strength, weakness, opportunities and threats through the SWOT analysis? What is the appropriate marketing mix regarding products itself, pricing, place and communication strategy?

1.4. Farm Background

This thesis is asked by a Finnish farm which is a family-owned fully organic small farm located in Etelä-Savo region in Finland. The farm's main focus is currently in meat production; however it also has large amounts of lands used for grains. Some of the grains are sold and some are eaten by the animals. The farm has around 40 cattle and roughly 100 sheep. The farm also owns sizable areas of forest that is sold to a major Finnish forestry company. The farm typically employs around 2-4 employees depending on the time of year.

The cattle are a special breed called *Eastern Finncattle*. The choice of breed is motivated partly by protection and conservation. The breed almost went extinct after the Second World War in Finland as other breeds were able to produce more milk and meat. At worst the breed was down to 40 cows. Nowadays there are 450 cows and the number is steadily growing. The meat has a reputation of being a gourmet product (Lilja, et al. 2009).

The farm is an old Finnish mansion from the late 1700s. The owners do not dedicate their time fully on running the farm, as all of the owners have full-time jobs elsewhere. This means that the owners are limited in the amount of time they can dedicate to the farm. The purpose of the farm is not to make profit, although of course preferable, but rather to break-even so that the farm pays for itself and does not cost the owners anything apart from time so that the farm can focus on its main purpose which is the conservation of the historical value and landscape. None of the owners receive income or expect to receive income from the farm, and all money gained would be reinvested.

In recent years the farm has been making a loss on the meat production, which has been offset by profits from the forests. The loss was made by selling the meats at low a price because in recent years it was sold to a butcher as normal beef. Currently, the farm has stopped selling the meats to the butcher. The reason for this thesis is therefore create a marketing strategy to explore in what way the farm can sell their rare organic beef and organic sheep with their current price which is considered competitive.

2. LITERATURE REVIEW

Author reviewed the previous literatures about Finnish agriculture and the essential concepts for the strategic marketing planning.

2.1. The process of marketing plan

According to Burk Wood (2010), a marketing plan details a seven-stage marketing planning process.

- *Stage 1. Analyze the current situation*
: Strengths, weaknesses, opportunities and threats (**SWOT**) should be identified in order to analyze the current situation. *Internal audit* is done for examining the current situation within the organization, such as mission statement, resources, offerings, capabilities, important business relationships and the results of earlier plans. *External audit* studies trends and changes in the outside of organization, for example the political, economic, social-cultural, technological, legal and ecological environment and analyze competitive factors (Burk Wood, 2010; 5-6).

- *Stage 2. Research and analyze markets and customers*
: Next the markets and customers should be researched. This is done by investigating trends in market share, product demand, customer needs and perceptions, demographics, buying patterns and customer satisfaction. During this research and analysis stage, it is important to consider the customer needs of tomorrow as well as today. This will lead to formulation of relationship marketing plan (Burk Wood 2010; 6-7).
- *Stage 3. Determine segmentation, targeting and positioning*
: Organizations do not have enough resources to serve all customers in every market. Thus, they need to group customers into *segments* based on characteristics, behaviors, needs or wants. Next step is to decide on *target market*, given that whether the business focuses on a single segment or more, and that how marketing will cover those segment(s). The organization also needs to formulate a *positioning*, which makes their product(s) set apart from competing products in market by building a competitively distinctive place (Burk Wood, 2010; 8).
- *Stage 4. Set marketing plan objectives and direction*
: Marketing plan is set to support a direction of growth in one of nine ways which include penetrating existing markets, expanding within existing markets, adding new markets, offering existing products, modifying existing products and offering entirely new products. A marketing plan for growth will define objectives in financial terms and marketing terms. In addition to financial and marketing objectives, marketers may define societal objectives (Burk Wood, 2010; 8-9).
- *Stage 5. Plan marketing strategies, programs and support*
: This stage exists not only to see how to deliver value that meets customers' needs but also the coordination of the basic marketing tools of product, price, place, and promotion through the social media, public relations, sales promotion, special events, personal selling and direct marketing (Burk Wood, 2010; 10).

- *Stage 6. Plan to measure progress and performance*
: Back up the programs with measures (e.g. metrics) about, for example, projected costs, revenue and sales forecasts, expected profit levels (see Burk Wood, 2010; 13).
- *Stage 7. Implement, control and evaluate the plan*
: Explain metrics for monitoring and measuring progress towards objectives and include contingency plans for dealing with unexpected results and future scenarios (Burk Wood, 2010; 14).

2.2. Strategic marketing analysis: SWOT analysis

According to Shin (2016: 57), SWOT analysis is a method to select the concrete strategy of business through matrix of strength and weakness as the internal environments of company and opportunities and threats as external environments.

Strengths	Weaknesses
Relative to key competitors, what differential strengths does the organization have?	Relative to key competitors, what differential weaknesses does the organization have?
Opportunities	Threats
On the basis of an analysis of the organization's external business environment, what are perceived to be the key opportunities open to the organization during the plan period?	On the basis of an analysis of the organization's external business environment, what are perceived to be the key treats facing the organization during the plan period?

Figure 1 SWOT analysis (Brennan et al. 2003 p.95)

The starting point for the development of strategic marketing options is the SWOT analysis. (Brennan et al. 2003; 95). Brennan et al. (2003; 96) also maintains that it is important to go beyond this kind of elementary approach and explore interactions between factors within the SWOT analysis – S/O interactions, S/T interaction, W/O interaction, and W/T interactions.

2.3. Designing a customer-driven marketing

A company must identify the parts of the market that can best and most profitably be served by designing customer-driven marketing strategies that build the correct relationships with the correct customers. There are four steps when designing a customer-driven marketing strategy, which consists of market segmentation, market targeting, differentiation and positioning (Armstrong & Kotler, 2010; 190).



Figure 2 Designing a Customer-Driven Marketing Strategy (Armstrong & Kotler, 2010 p.191)

2.3.1. Market segmentation

Market segmentation means dividing a market into smaller segments of customers based on the customers' similarities in needs, attitudes or behavior. Segmentation leads to better understanding on customers and more effective responding to customer requirements by eliminating inappropriate markets and focusing on promising segments (Burk Wood, 2010; 71). Furthermore, market segmentation might be related with distinguishing *niches* meaning small sub-segments of customers with unique needs or demands (Burk Wood, 2010; 73).

Burk Wood (2010; 73-78) suggests three steps to segmenting a market: First is choosing the market to be segmented by eliminating inappropriate markets based on certain criteria, for example, tremendous legal, political, social difficulties; troubling ethnical controversies; persistent ecological concerns, etc. Second is applying appropriate segmentation variables – geographic, demographic, psychographic, and behavior- and evaluate segments for marketing attention. The third is selecting and ranking segments for targeting in order to eliminate undesirable segments and evaluate possible opportunities in the remaining segments and figure out priority marketing attention of remaining segments.

For effective segmentation, market segments must be measurable, accessible, substantial enough to serve, differentiable and actionable (Armstrong & Kotler, 2010; 200).

2.3.2. Market Targeting

Market coverage strategy should be considered when planning for targeting (Burk Wood, 2010; 81). Market targeting can be effectuated at several different levels: firms can target very broadly (undifferentiated marketing) or very narrowly (micro marketing), or somewhere in the middle (differentiated or concentrated marketing) (Armstrong & Kotler, 2010; 201).

- Undifferentiated marketing (or mass marketing)

A firm decides to ignore segment differences and target the entire market with one campaign by focusing on what is in common in consumer's needs rather than on what is different. Most modern marketers often have strong doubts about this strategy (Armstrong & Kotler, 2010; 201-202).

- Differentiated marketing (or segmentation marketing)

A firm decides to target several segments in the market and design separate campaigns for each of them (Armstrong & Kotler, 2010; 202). Customers benefit because their specific demands are addressed by the campaign, increasing satisfaction and encouraging customer loyalty as well as firm can compete more effectively by tailoring the mar-

keting mix for each segment (Burk Wood, 2010; 82). However, differentiated marketing increases the costs of doing business because of extra marketing research, forecasting, sales analysis, promotion planning, and channel management (Armstrong & Kotler, 2010; 202).

- **Concentrated marketing (or niche marketing)**

A firm pursues a large share of one or a few smaller segments of niche instead of going after a small share of a large market. Concentrated marketing can market more efficiently by adjusting products/services, prices, and communication programs to the niche's needs, also by targeting those things toward only customers it can serve best and most profitably. Smaller companies can focus their limited resources on the niche market which larger companies might consider it as minor, or overlook. At the same time, it involves higher-than-normal risks (Armstrong & Kotler, 2010; 202-204).

- **Micromarketing**

Micromarketing is to customize their offers to each individual customer while differentiated and concentrated marketing is to tailor their offers on meeting the needs of their segments. Local and individual marketing are included in this. Local marketing is customizing brands and promotions according to the needs and wants of local customer groups – such as cities, neighborhoods, and specific stores. Individual marketing is in the extreme of micromarketing, which means to customize product and marketing program to the needs of individual customers also called one-to-one marketing, mass customization, and markets-of-one marketing (Armstrong & Kotler, 2010; 203-205).

2.3.3. Differentiation and positioning

A firm should differentiate its offering along the lines of quality, services, image, personnel or value for competitive distinctiveness, for example, value differentiation, quality differentiation, or service differentiation (Burk Wood, 2010; 86). Armstrong & Kotler (2010; 208) suggests that the differentiation and positioning consists of three steps: “identifying a set of differentiating competitive advantages where to build a position,

choosing the right competitive advantages, and selecting an overall positioning strategy”.

2.4. Relationship marketing

The idea of marketing which is considered as simply as developing, selling and delivering products can be considered outdated. Instead, one of the most significant developments in both theory and practice within marketing in the last decade or two has been the concept of ‘relationship marketing’. Moreover, relationship marketing is related with many different marketing terms from loyalty marketing which is familiar with us to Wrap-around marketing which is unfamiliar. Therefore, formulating relationship marketing strategies between two parties which are seller and buyer in both consumer and B2B market is importantly considered to the thesis. (Brenna, R et al. 2003; 129-140)

Related terms to relationship marketing	
Micromarketing	Relational contracting
Database marketing	Relational marketing
One-to-one marketing	Working partnerships
Wrap-around marketing	Strategic alliances
Customer partnering	Co-marketing alliances
Symbiotic marketing	Internal marketing
Interactive marketing	

Figure 3 Related terms to relationship marketing (Brennan et al. 2003.P129)

Five requirements for successful relationship marketing

There are five requirements suggested for successful relationship marketing: a supportive culture, internal marketing, understand customer expectations, sophisticated customer database, and new organizational structures and reward schemes. (Brenna, R et al. 2003; 138-139)

Loyalty marketing

Not only customer loyalty, but also employee and investor loyalty are key corporate success factors. Business loyalty has either virtuous cycle or vicious cycle: Firm that

successfully implements customer loyalty programs has virtuous cycle in the business loyalty. Greater customer loyalty brings about enhanced employee satisfaction and improved returns for shareholders, so that these outcomes cause increased employee and shareholder loyalty, which lead to the improvement of the value of firm. The reason that a vicious cycle shows easily is because there is a negative relationship among creating value for customer, employees and shareholders in the short term. For example, cutting employee remuneration and increasing prices in order to boost profits returns to shareholders quickly. Therefore, the short-termism will damage the ability of the business to generate long-term value for all stakeholders (Brennan et al. 2003 p.140).

2.5. Marketing communications and influences

Without marketing communication strategy, business can not accomplish its marketing plan (Burk Wood, 2010; 180). Marketing communications aim to engage with a variety of audiences and in such a way that meet the needs of the audience (Fill, 2011).

2.5.1. Marketing communication mix (or promotion mix)

Marketing communication mix is the combination of promotion tools that the company uses for communicating customer value and building customer relationships, which consists of advertising, sales promotion, personal selling, public relations, and direct marketing (Armstrong & Kotler, 2011; 408).

- Advertising

Advertising is a form of non-personal promotion organized by a named sponsor. It is a cost-effective as informing a lot of customers about a brand or a product, persuading customers about the benefit of a brand or a product, encouraging customers to purchase, and reminding them regarding the brand in order to encourage repurchases (Burk Wood, 2010; 183-184).

- **Public relations (PR)**

Public relations, also known as PR, is the building of good relationships with the company's different audiences by obtaining favorable publicity, creating good brand image, and controlling bad rumors, stories, and events. PR can powerfully influence the awareness of public at much lower costs than advertising can because the company pays for the development costs for an interesting story or event rather than for the space or time in the media. (Armstrong & Kotler, 2011; 454-455).

- **Direct marketing**

Direct marketing is two-way communication for directly interacting with the target customers and stimulating a direct response and purchasing, which may eventually lead to an ongoing relationship. It can be done through letters and catalogues, television, radio, e-mail, Internet ads, newspaper ads, telemarketing, faxes, mobile phones or personal selling (Burk Wood, 2010; 184). Direct marketing means more than direct distribution and promotion mix. It is convenient, easy, and private for the buyers as well as a powerful tool for building customer relationships for the sellers. Direct marketing takes many forms, such as personal selling, direct-mail marketing, catalog marketing, telephone marketing, direct-response television marketing, kiosk marketing, new digital direct marketing technologies, and online marketing (Armstrong & Kotler, 2011; 496-500).



Figure 4. Forms of Direct marketing (Armstrong & Kotler, 2011 p. 500)

- **Sales promotion**

Sales promotion is short-term incentives encouraging the sale of a product or service by providing stimulus to take action right away with coupons, e-mail newsletters, for example (Burk Wood, 2010; 184, Armstrong & Kotler, 2011; 481).

- **Personal selling**

Personal selling is an important tool for two-way communication. It can take different forms such as sending a sales representative to visit customers, personal selling in retail, telemarketing and internet sales. Through the personal selling, sales representative learns customers' needs as well as recommend solution, explain product/service's features and use and answer questions from customer (Burk Wood, 2010; 184).

Advertising (non-personal, marketer controlled and funded)		Sales promotion (non-personal, marketer controlled and funded)	
<ul style="list-style-type: none"> - Television - Radio - Newspaper, magazine - Cinema - Posters and billboards - Transport - Internet, social media - CD, DVD 		<ul style="list-style-type: none"> - Customer sales promotion - Channel and sales force promotion 	
Personal selling (personal, marketer controlled and funded)	Direct marketing (either personal or non-personal, marketer controlled and funded)	Public relation (either personal or non-personal, not directly marketer controlled and funded)	
<ul style="list-style-type: none"> - Organization's sales force - Agency reps, manufacturer's reps, retail sales reps 	<ul style="list-style-type: none"> - Direct mail and catalogues - Telemarketing - E-mail and Internet - Fax - Direct sales - Mobile marketing 	<ul style="list-style-type: none"> - Media relations - Event sponsorship - Speeches and publications - Philanthropy - Voluntary work - Lobbying - Product placement 	

Figure 5 Tools for marketing communications (Burk Wood, 2010 p. 183)

2.5.2. Integrated Marketing Communication

New marketing communications have been emerged according to the shift on several major factors: consumers, marketing strategies and communication technologies (Armstrong & Kotler, 2011; 409).

- Consumers are changing to be better informed and more communication empowered by using internet and other technologies rather than depends on market-supplied information (Armstrong & Kotler, 2011).
- Marketing strategies are changing to focus more micro markets than mass markets (Armstrong & Kotler, 2011).
- Communication technologies are causing significant changes in the way of communication between companies and customers through the development of new infor-

mation and communication tools, such as smart phone and iPads (Armstrong & Kotler, 2011).

Social medium	Example of marketing use
Blog	Managing directors at <i>John Lewis</i> use corporate blogs to announce store openings, improvements to the retail website and other news.
E-community	<i>Asda</i> encourages internal communication with ‘The Green Room’, a company video blog by and for the retailer’s employees
Social networking site	Facebook fan page for Apple’s iTunes store features free music samples, free tutorials, behind-the-scenes videos and more to encourage brand engagement
Flickr	Dell posts photos of new technology products and industry events on its official Flickr page, inviting comments from viewers
Twitter	Complementing its advertizing, Fox’s Biscuits uses a ‘Vinnie Says’ Twitter account to communicate with brand fans
YouTube	Comic Relief maintains a Red Nose Day channel featuring both professional and consumer-generated videos to raise awareness and raise money for charity

Figure 6 Social media marketing (Burk Wood, 2015 p. 182)

2.6. Implementation and Control

“Doing things right” (implementation) is as important as “doing the right things” (strategy). **Marketing implementation** is the process that turns marketing *plans* into marketing *actions* in order to achieve the objective of marketing strategy. Implementation proceeds with specific action programs that answer questions (Armstrong & Kotler, 2011; 54-55):

- *What* and *when* will be done?
- *Who* will do it?
- *How* much will it cost?

Marketing control exists to evaluate the results of marketing plan and strategies and take corrective action in order to lessen the gap between objectives and performance after implementation of marketing plan. Marketing control may demand to change the action programs or even the goals. There are two ways to carry out marketing control: operating control and strategic control. *Operating control* is the process that controller checks day to day performance and takes corrective actions right away when needed. *Strategic control* is to track whether strategies that company planned is well implemented in practice or not. It exists to detect problems in the strategy and take corrective changes to improve (Armstrong & Kotler, 2011; 56-57).

2.7. Finnish Agriculture Background

The Finnish agriculture is problematic due to the challenging climate. Due to the high wages and northern location the production costs are much higher than average, even when only compared to other European countries never mind the rest of the world. Because Finland is competing with other countries, the prices have to be competitive. This means that in Finland the costs of production are typically higher than other European countries. To compensate for this, the European Union and the Finnish government provide Finland with different forms of subsidies to keep Finnish prices at a competitive level.

Finnish farms have also increased in size in order to utilize economies of scale in an increasingly competitive market. The amount of farms has been reducing traditionally by about three percent per year (Patjas).

Prices for beef and sheep have decreased relatively quickly. Since January 2015 the price decreased by about 10%. In order to increase their profitability farmers have begun to rely more on direct sales through social media and other platforms to increase their income, due to being able to charge a higher price when not sharing the income with a retailer. However, according to the ministry of agriculture in Finland direct sales direct to consumer alone will not be enough to save the Finnish farms, as it is too small in scale (Ryynänen, 2015).

However, according to government statistics direct sales amount to at least 50 percent of total sales for 35 percent of the farms in Etelä-Savo and 70 percent of the farms have direct sales consisting of a minimum of 10%, which seems to argue against the small scale of direct sales at least in the region of Etelä-Savo (Jaana, K. 2013).

3. RESEARCH APPROACHES

“Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation” (Creswell, 2013).

3.1. Method

This research covered following materials:

- **Secondary sources** which are published and internet based data, such as articles, journals, academic writing books, and etc
- **Primary source** through Face-to-Face interviews with one of the owners of the farm who knows their business well.

3.2. Data collection

The secondary sources are collected via publicly available published data in the form of books and online articles and journals. Primary source is collected through Interview. Interview is done by occasional Face-to-Face sessions with one of owners of the farm who knows their business well. Author interviewed the owner using a semi-structured method which allows for more flexibility along with following a soft structure.

3.3. Data analysis and interpretation

The data is analyzed using an inductive reasoning according to qualitative research approach. Because of based on secondary data, there is chance that the original data might be incorrect or author can interpret data wrong. Also, interpretation of interview might be subjective.

4. EMPIRICAL STUDY

The thesis was empirically studied through the practical application of literature foundation and interview research. Empirical study is enacted by applying marketing theory and the current situation of Finnish agriculture to the farm in reality.

4.1. Clarifying Mission Statement and Marketing Objective

The mission statement represents the overall aim of the enterprise and its business field and also suggests general guidelines regarding management system in future (Shin, 2016: 57). Considering current situation of the farm and its future, the mission statement of the farm is clarified as providing high- quality local organic meats to customers efficiently in the way of win-win situation for both the farm and consumers.

According to Shin (2016: 57), the goal of business should convert mission statement into a concrete objective, and marketing managers take charge of achieving the objective. In order to be an excellent goal, it should be clearly proposed that what should be achieved for the business, indicated with specific numbers and period (Shin, 2016: 57).

The objective of marketing plan for the farm is to break even with the cost of meat production in five years in order to create self-sustaining part of the business that would not affect profit received from forestry, and then steadily make a profit later. This can be done through appropriate marketing plan, for example by building a network of loyal customers who repeatedly order products in order to have a steady and reliable stream of revenue and creating effective marketing communication for the meat products, tailored for the farm's capacity.

4.2. Current Situation Analysis

According to Shin (2016: 59), once business objective is set up, environmental scanning and analysis of the business should be conducted. Shin also mentions that by analyzing and evaluating internal and external factors affecting business marketing plan, company can recognize whether influences from each factors are either positive or negative in some degree. To do this, a **SWOT analysis** has to be conducted.

4.2.1. SWOT analysis

When analyzing current situation of the farm through SWOT analysis method, the appraisal of the farm's resources and environmental factors is shown as below

Strengths	Weakness
<ul style="list-style-type: none"> - High quality, organic & local products - Competitive prices - Uniqueness of beef - Working online platforms 	<ul style="list-style-type: none"> - Lack of brand equity & Limited marketing workforce - No online shop - Lack of owners' time - Limitation of owners' Know-how toward farming industry - Small-scale production & High costs - Farm's meat production making a loss

Opportunities	Threats
<ul style="list-style-type: none"> - Growth potential of target market - Market preference for local products - Increasing popularity of organic food - Market has more disposable cash - More meat consumption - Increase in Finnish beef exports - Marketing opportunity for the brand - Opportunity for direct sales events - Short-term goal: break-even - Restaurant market not explored 	<ul style="list-style-type: none"> - Already established competitors - The trend of decline in small & live-stock farms in Finland - On average profitability of Finnish farms is decreasing - On average Finnish farms receive no return on assets

Figure 7 SWOT analysis of the farm

Strengths

Considering farm's products, it has high quality meat. This is because the cattle are grown by organic methods for example, the cattle are allowed to move freely on the fields and in the forests, and they are fed natural organic foods. Additionally, the breed, which is *Eastern Finncattle*, is unique and known for a gourmet meat and milk products (Lilja,T, et al. 2009; 4). The sheep are also grown using organic methods, but the breed in case of sheep is not unique. Furthermore, the meat is locally produced: the benefit of having a local product is that Finnish consumers prefer Finnish meat, which means that the products can be sold with less effort and for higher price in Finland (Niemi & Ahlstedt. 2015; 41). According to news article by Yle, Finnish consumers value more local products because of the transparency of its production.

Secondly, the meat products has competitive price for quality. According to Statistic Finland, Finnish average price of minced beef and beef roast are between 10,11 euro and 16,21 euro per 1 kg in each in 2015, compared to the farm's minced beef costs 12 euro and roast parts cost 19 euro in average. National average price of minced beef and beef roast consist of all kind of beef no matter how beef quality is, which means that price can be lower in average. Considering the quality and uniqueness of the farm's beef, it has price competitive even to national average.

The farm runs its business with not only targeting offline market, but also working online platforms. It has been managing its website and Facebook page for marketing purpose. Therefore, consumers can easily access and check the information of products and the farm.

Weakness

The farm has several weaknesses. Firstly, the farm has low brand recognition in consumer market because of limited marketing workforce. The farm has attempted to reach out to consumers by attending trade markets where the farm has sold some of its products, but this activity has been very small in scale and not yielded that many repeat customers. Currently the majority of customers of the farm's products are limited to friends and acquaintances of owner's family and employees. Additionally even if farm has working online platforms for its marketing purpose, it does not to reach out to open online shop for sale which could attract more potential customers. The problem is that even though owners know their farm situation, they do not have enough know-how and time to run the farm properly because owners are not farmers and live elsewhere in city. As mentioned in the farm background above, the farm is a small organic farm owned by a family and has 40 cattle and 100 sheep for meat production. It produces good quality beef and lamb in small quantities with high costs compared to non-organic meat produced in mass scale.

The other weakness is that farm has been making a loss in its meat production. The farm side of the business, which includes meat and grains, has been making a loss of approximately 50 000 – 60 000 Euros on average in the past 5 years. This loss is compensated by the forestry side of the business. Separating the losses for only the meat production side is difficult because many of the fixed and personnel costs are shared by both grain and meat production. The reason that this thesis is to focus on marketing plan for not the grain but the meat products is that meat production is more urgent and costly than grain production.

Opportunities

There are several opportunities that the farm could potentially exploit. One of possible opportunities is growth potential of target market. According to a report from Research and Markets, global organic food and beverage market size was valued at USD 84 billion in 2014 and is expected to reach USD 212 billion by 2020, growing at an about CAGR (Compound Annual Growth Rate) of 16.7% in the next five years. Moreover, consumers prefer organic food due to their cares about health, the environments, and animal welfare, and they are willing to pay more prices on these premium organic products in the market (USDA, 2016). In light of this, it is expected for the farm to have larger future target market for their organic meat products according to increasing popularity of organic food and the growth trend of the market size in the world.

Furthermore, as already mentioned above, Finnish consumers value more local products (Yle, 2013). This market preference toward local products can be one of important potential opportunities for this small local organic farm, which means the increase of their meat product's sale.

According to the study by Niemi and Ahlstedt, food prices have increased by 42% since 2000 while salaries by 57%. It means that consumer market has more disposable cash to spend on high quality food. Additionally, Finnish people consume more beef than its meat production. For example, Finland produced beef in total 82.3 million kg in 2014, showing increase of 2% from the previous year whereas beef consumption grown by 2% was 101.4 million kg (Niemi & Ahlstedt, 2015; 35). Therefore, Finnish consumer market itself can be an opportunity for the farm selling high quality meat products.

The study also shows that in 2014, Finnish beef exports increased by more than 25% while imports dropped by 9% even though beef exported takes up much smaller volume than the imported (Niemi & Ahlstedt, 2015; 35). The farm will not jump on the beef export market in the next few years, but it might be a new opportunity for the farm's long term business strategy.

Another opportunity is marketing opportunity for the farm as a brand. The farm has not been perceived as a brand in the market, but rather as a traditional mansion place. Thus, there is an open possibility that market will be aware of the farm as a brand if the farm develops brand market strategy for their high quality organic meat products.

Apart from marketing opportunity for the brand, there is also an opportunity within direct sales events. Because the farm has participated in few trade markets and depended

on passive sales, the farm can sell more of their products than the current situation if they will attend more trade markets to approach new customers and promote their good products. Moreover, if the large space of the farm is used as a market place for direct sales, it can be a chance to have steady sales and loyal customer toward their products and brand. Also, since restaurant has not been explored as a target market, reaching out to the restaurant market will be another opportunity to build steady sales and loyal customers.

Lastly, the farm's short-term goal is break-even which means that the farm does not even want to have profit from the sales of their meat products. Therefore, the farm can sell their products with competitive prices.

Threats

The farm also faces some external threats. Firstly, a number of competitors are already established in the market place for meat products. Thus, it is hard to enter the existing market and attract new customers.

Secondly, the number of Finnish farms which are especially small size and breed livestock has decreased in the last two decades. In 1995-2014, around 40,000 farms in Finland have disappeared while the average farm size increased by around 79% because the number of the smallest farms falls and that of the largest farms grew (Niemi & Ahlstedt, 2015; 14-15). Also, Finnish agricultural production structure shows that the number and share of livestock farms have diminished while that of crop farms has increased (Niemi & Ahlstedt, 2015; 16). Since the farm is a small sized family owned farm and goes through difficulty of meat production, these Finnish trends in agriculture and its structure do not look bright to the farm.

Finally, Finnish farms are facing a decline in profitability on average. For example, average rate of profitability was only 0.40 in 2013 (Niemi & Ahlstedt, 2015; 61). Furthermore, on average Finnish farms received no return on assets and equity (Niemi & Ahlstedt, 2015; 62).

4.2.2. Market offerings and trends

Finland produced 4.4 million kg of organic meat in 2015 which is low rate in total meat production, considering Finland in 2014 produced over 80 million kg of only beef. Organic meat production in Finland is growing steadily each year. Especially, organic beef production grew significantly, holding 75% of all organic meat since many beef cattle farms changed to organic (Pro Luomu 2015).

Finnish grocery market is mostly dominated by top 3 big companies which are S-group, K-group and Lidl. For example, in 2015, S-group market share in grocery market was around 46 % of the total, followed by K-group which was about 33% and then by Lidl at only 9 % (Finnish Grocery Trade Association 2016). All of these syndicates have organic meats in their selection.

The farm offers a variety of high quality organic beef and lamb/mutton from different parts of animal with competitive prices. For instance, tender- and sirloin, beef and lamb fillets, minced beef and lamb, and beef salami are served.

Direct selling by the farms is becoming increasingly popular. In Sweden, direct sales from the farms are more developed compared to Finland. The Swedish farms focus on making it as easy as possible for the customer in order to compete with large retailers, differentiate from other farms, and to lower customer uncertainty which may reduce sales (INVENIRE 2014; 1-2).

4.3. Marketing Strategy

4.3.1. Market Segmentation

The consumer market for the farm's products can be segmented by two domestic groups which are individuals and professional kitchens (restaurants/catering). Marketing to these two groups is important in order to develop a versatile mix of customers. .

Individuals

For individuals, it's important to understand what the typical customer who buys organic food is like. This is done in order to be able to grasp market better towards that specific group.

According to a study by Hartman group in 2015, the average customer has a higher average income, higher education, has a full time job more often and is younger on average when compared to non-organic buyers.

In Finland a similar survey was made by TNS Gallup and funded by Finnish Ministry of Agriculture and Forestry and Pro Luomu ry regarding people who buy organic food. Women aged 30 to 39 and over 60, parents having under 7 years old children and couples without children in all ages, and people living in Helsinki metropolitan area are most interested in organic foods.

The majority of people that answered the survey (24%) responded that the organic product that they most want variety in is meat products. It also shows that people who buy organic products the most are also the ones wanting more variety in organic meat products the most (TNS, 2015; 51-52).

Restaurants/catering

Regarding the professional kitchens in Finland, they seldom use organic ingredients. Especially meat products are even more rare because of problems with availability and high prices when compared to non-organic meat (Pro Luomu 2014& Risku-Norja 2013; 7).

Therefore, it is important to fulfill these vital steps that professional kitchens want to know: what products the farm will serve, how the product will be provided (by the pound, individual pieces or etc), what is the sheer volume that the farm can serve, how frequently the farm can provide and deliver the products, what is the returning policy and selling price, which products suit well with the items that professional kitchen serve as menu, which benefit can be received by buying the products from the farm (Iowa State University Extension 2008; 3).

4.3.2. Market Targeting

The firm has several different levels to do market targeting: Undifferentiated/mass marketing, Differentiated/segmented marketing, Concentrated/niche marketing, and Micromarketing (Armstrong & Kotler, 2011; 201). Here, different levels of market targeting are examined as compared with the farm's situation.

Undifferentiated/mass marketing

Considering the farms' financial and management situation, it seems hard to carry out mass marketing. Firstly, it costs a lot. As already mentioned above, the farm is suffering financial difficulties regarding the meat production and want to have break-even. For example, advertising through TV commercials for 15 seconds costs minimum 300 euro just for one showing in one region and about 4,690 euro before tax in entire Finland (MTV Finland). Thus, using mass marketing techniques is not promising method for the farm.

Moreover, this marketing method does not match well with the farm's meat products because Finnish organic meat market is a small part of the whole meat market (organic & non-organic market). For instance, 3.5 % of all beef production and 23% of all lamb/mutton were organic in 2015. Moreover, in Finland lamb/mutton production has a small market share, producing only approximately 1.3% of total beef production. Therefore, mass marketing is not the right method since the target market for the farm is small. Organic meats are not currently mass market products.

Additionally, most modern marketers are skeptical of this approach (Armstrong & Kotler, 2011; 202).

Differentiated/ segmented marketing

The farm can carry out differentiated marketing toward its two different segments which are individuals and professional kitchen in Finland.

As specific plan, the farm can make a difference on packaging between individuals and restaurant/catering's products. It is difficult to differentiate the quality of meat products the farm serves.

However, it is possible through the packaging to differentiate because restaurants do not care about how package looks while individual customers consider package as an important part of the experience. Packaging costs can be saved when selling to professional kitchens and reinvested into nicer packages for individuals.

Concentrated/ niche marketing

The farm should focus on niche markets in order to survive in the existing meat market consisting of large companies. In order to do that, the farm firstly has to figure out who are the exact niche markets for them. As already mentioned in market segmentation above, the potential customer markets are individuals and professional kitchens in Finland. The specific profile of niche markets is listed as following.

Individual	
Wealth	High average income
Area	Helsinki metropolitan area
Sex	Women
Age	Between 30 to 39
Household type	Couple or family having under 7 years old children
Education	College education or above
Work type	Full time

Figure 8 The profile of niche markets (Hartman group & TNS Gallup)

The above table shows the typical active users of organic products. Active users are defined as someone who buys organic products at least once a week.

The previous surveys indicate that the active consumers of organic products are mostly women in their thirties who are working moms with economic power. Therefore, the firm should target its niche marketing toward those groups. The most possible means to start is to launch online shop for sales. Since working mom with small children and women having full time job have relatively less time to spend going to market for buying grocery during weekday. Thus, it is important for them to save time by reducing

physical distance. Moreover, online shop is the easiest way to actually approach the people living in Helsinki metropolitan area because the farm itself is in a remote area.

The other idea is that handing out flyers to workers in some office buildings that allow it. Particularly, it will be much more effective if flyers contain promotional points, such as discount coupon, free delivery, or free gift as they are ordering through the farm's online shop with the flyers.

Regarding professional kitchens, although the farm preferentially targets the restaurants/catering in same local or nearby cities, it also aims at professional kitchens that pursue healthy and organic foods across Finland.

Micromarketing

Micromarketing involves local marketing and individual marketing (Armstrong & Kotler, 2011; 204).

The farm can use local marketing, targeting consumer markets in the area which is the farm is situated – *Joroinen* and near neighborhood cities- *Varkaus* and *Mikkeli*. For example, the farm can make an event by inviting local people to the farm, offering nice gourmet foods made with the farm's beef and lamb products and promoting the products. This will lead not only promotion of the meat products but also local networking. Especially, when the farm starts business with local professional kitchens, this event will help in finding its market. Sending discount coupon to the neighborhood in *Joroinen* and free trial meat to local restaurants can be considered.

Unlike local marketing, it is difficult for the farm to carry out individual marketing with their products because raw meat products, if the quality of meat is similar, are the products which are hard to customize according to the needs of individual.

4.3.3. Differentiation and Positioning

Most of all, differentiating the quality of meat from the other is important when it comes to the beef and lamb products of the farm. Consumers buy organic products because of mostly products' quality. Regarding the raw meat products, it is hard to differentiate without quality differentiation. The farm produces fully organic beef and lamb meat

with high quality level. Especially, the farm's rare breed beef - *Eastern Finncattle*- is a most differentiated product compared to other organic beef products.

The farm can also differentiate in their service by implementing a repayment in full if the products are not satisfied by customers. It has a risk of having customers who nit-pick at the products on purpose. However, since the slogan of the farm is to serve high quality fresh meat to customer based on with mutual trust, showing responsibility on their products is a good differentiation strategy in the long-term views.

Therefore, the farm can position in the market as a brand having "high quality with competitive price" which offer more benefits to customers but still similar price with other non-organic general meat products.

4.4. Marketing Mix (4P's) Strategy

Marketing mix – product, price, place and promotion – is used for suggesting the successful strategy for achieving the business goal of the farm.

4.4.1. Product & Brand

The farm serves various products: meats, grains, trees, and a variety of animal products, such as, sheep skins and furs. However, they want to increase the sales in their meat products, beef and lamb/mutton.

The farm's meat products are fully organic, local and high quality products in both beef and lamb/mutton. Especially, the beef is from a rare breed.



Picture 1 the farm's meat products

The farm offers different parts of animal products to the customers for the multipurpose of cooking, not only general parts such as tender- and sirloin, beef and lamb fillets, minced beef and lamb, beef salami but special cuts which are cow's tongue, liver and etc. Additionally since beef salami is a special edition, the farm usually does not have it for sales.

The products that they serve are all raw meats except beef salami. Therefore, the farm will continue to keep their meat quality in order to have the competitiveness of the meat products itself. It is hard to differentiate the products with others except quality due to the feature of raw meat products. However, the farm can create additional value for individual customers by creating more appealing packaging for the products in order to differentiate packaging offer.

In case of beef salami, the farm will decide whether it is served more or not according to feedback from consumer markets regarding the product.

Besides the product itself, branding is a pivotal aspect of product strategy (Burk Wood, 2015; 126).

The market is not aware of the farm as a brand yet, and every products, website and social media the farm currently manages have separate contents. Therefore, it is important to have brand equity in the marketplace by branding the farm with brand new integrated content.

In order to build a brand identity, the farm will use the same name as its original mansion name. Because the farm itself is a local historical mansion in Finland, it is expected that this brand name will suit well to the meat products they serve by delivering a premium meaning to the customers - high-quality, clean, trustworthy, organic and local.

Through this branding, the farm expects to get positive response toward the brand from the customers, and so encourage the brand preference and loyalty in the customer relationship (Burk Wood, 2015; 129).

4.4.2. Pricing

The farm's meat products are price competitive to the quality of meat. When even comparing with non-organic meats sold in supermarket, it has competitiveness in price. For example, minced beef costs 10,11 €/kg and beef roast is 16,21 €/kg in average in Finland in 2015 meanwhile the average prices of minced beef and roast parts of the farm are 12€/kg and 19 €/kg respectively (Statistic Finland, 2016).

Although farm's meats in general are slightly more expensive than the normal meats, the difference is not big enough to interrupt consumer's choices on the products because they target the customers who are health conscious and have a higher average income with a full time job.

The farm currently uses market-based and value-based pricing strategy, which means they consider both the market price of competitor's products and the value of the meat products generated to customers.

The farm will keep this pricing strategy until the goal in the short-term, break-even, will be achieved at least. However, if the stable increase of sales continues, the farm will start to raise the price of beef products because cows are Finnish rare breed according to the premium pricing strategy.

Currently, the farm can't lower the price in order to have more competitive prices because the losses will grow too large to be offset by the income from the forests.

4.4.3. Place/Distribution

Most of the sales of the products are acquired from friends and acquaintances of owner's family and employees so far. Therefore, the farm has not had special place/distribution strategy themselves.

However, when it comes to pursuing the increase of sales from the broad and various customer markets, the farm needs to build right place/distribution strategy.

The strategic point for the distribution of the farm is that the farm uses direct distribution channel.

Firstly, sales can happen directly at the farm by using enough space of the farm. These direct sales are mostly for the customers living in neighborhood who are readily accessible to the farm.

Online ordering, subsequently, is the best possible option for the people who can't do direct sales at the farm. The farm has its website which contains phone number that customers can order the meat products, but does not launch actual online shopping website for the sales. Thus, after launching online shop, sales will be made direct to customers via this online shop. The products ordered will be delivered to the door or to collection points through logistics service (European Commission).

At the end, it is speculated that domestic professional kitchens will order the products mostly through phone because restaurants/caterings tend to be regular customers with an amount of ordering the products. It means that whenever they need to order more products, they can call directly to the farm based on long-term mutual relationship through business.

4.4.4. Promotion

Currently, the farm does not have proper promotion strategy for the meat products. This is undoubtedly one of the reasons that the customer markets have not recognized the products and the farm as a brand in the marketplace even though the farm has nice quality meats with competitive prices. Thus, developing promotion strategy will play a leading part when accomplishing the marketing objective which is break-even with the cost of meat production through the increase of the meat sales.

Integrated Marketing Communication (IMC)

The farm will deliver the information of the brand and the meat products to the potential audiences with various marketing communication mix.

- Advertising

Advertising is costly in general. Large scale of advertisement implemented through mass media, for example commercial in TV, radio, newspapers and magazines, are too expensive to use for the promotion of the farm. Therefore, the farm will pursue small scale of advertising methods which are less costly but still productive: Own website, Word-of-mouth and Direct mail.

Firstly, the current farm's online website will be changed to online shopping website. The new website can do an advertising function, for example by better format and design, adding "SALE" section for discounted products and a section for customer service, and highlighting upcoming sales.

Because the farm has confidence in the meat products and its quality, we can also consider a Word-of-mouth strategy for advertising the farm and their meat products. It will be implemented usually through web-based platforms, for example using power bloggers and social media. This is known as Viral marketing - Word-of-mouth but based on internet platforms (Armstrong & Kotler, 2010; 514). The farm will also encourage current customers to do Word-of-mouth such as recommending the products to the people they know. This can be further enhanced by giving those customers some kind of incentive in the form of, for example, discounts.

The farm will also send regular advertisements to customers and potential customers through *e-mail*, based on the information of registered customers in the online shop.

- Public relations (PR)

The farm will do PR campaign that builds awareness of a rare breed of cattle the farm owns, *Eastern Finncattel*. The breed is rare because it is small size which leads to poor profitability in volume compared to other breeds (Lilja, et al. 2009). However, if someone can make it economically viable, the breed can become more common again. It means that consumers can stop Eastern Finncattle to disappear by choosing more beef

products made of the breed. Thus, the campaign can happen with a slogan like: **“Buy more, and Save the Eastern Finncattle from extinction”**, highlighting mutual connection between the sales of the farm’s beef products and protecting the breed.

Another way of PR is that the farm holds special events in order to reach target audience, for example grand opening event for the online shop, hospitality events for local customers, and educational program at the farm regarding organic products and Eastern Finncattle (Armstrong & Kotler, 2011; 456).

- **Personal selling**

Personal selling can happen in case that target audience is professional kitchens in Helsinki, Joroinen, Varkaus and Mikkeli which are areas the owners of the farm can manage since they will do a role as sales representatives. The farm will send one of the owners as a sales representative to prospective restaurants/catering in order for not only promoting the meat products but also achieving a deal for the long-term business relationship. If sales grow enough to hire new employee, the farm can hire a professional sales representative.

For individual customers, the farm does not consider to have a plan regarding other personal selling’s strategies except customer service in online shop and when selling to the owners’ friends and acquaintances.

- **Sales promotion**

Sales promotion will be temporarily used when the farm starts to enter the market as a brand and promote the meat products. Furthermore, regular and irregular sales promotions also may be carried out when appropriate or needed or when the opportunity arises.

Bonus points	Whenever customers registered in the online shop buy products via the online shop, they will receive 5% bonus points on their account to be used for future purchases.
Coupons	Offering coupons regarding such as discounts, free delivery and free gift through e-mail or promotion flyer for both po-

	tential and current customers.
Events/Fairs	Holding events at the farm, for example hospitality event for local customers as well as joining to local events/fairs. (Every events the farm participated in, free samples of meat products will be served)
Discounts	Regular price-off sales during the Midsummer, Black Friday and Christmas seasons up to for example 20%. Irregular old stock sales, for example 30% discounting on the products near expiry date.

Figure 9 Methods for sales promotion of the farm

- **Direct marketing**

The farm currently uses direct marketing for the direct distribution which involves no intermediary channels between the farm and consumers.

When it comes to considering direct marketing as a promotional mix, the farm will implement some possible forms of direct marketing.

Direct-Mail marketing	Sending e-mail regarding advertising and promotion such as an offer, announcement and reminder to customers.
Mobile phone marketing	Developing mobile website optimized for mobile customer users.
Online marketing	Conducting through the farm's online shopping website and social media - Facebook, Instagram, blog, and Youtube. Viral marketing will be carried out, based on communication in those social platforms.

Figure 10 Direct marketing of the farm

- **Social media marketing**

The farm already set up a social platform- Facebook page- for marketing purpose. However, its presence has not actively been shown to the target audience.

Social media marketing will be strongly used with different social platforms for the promotion of the farm and its products. All social platforms the farm use should be connected and updated at the same time.

<p>Facebook</p>	<ul style="list-style-type: none"> - Update the page with better contents and design - Add more information, such as address, phone number in information section. - Post more frequently - Make Facebook events and send to current and potential consumers when the farm plans to hold events - Increase “Like” numbers by sending requests to Facebook friends of the owners.
<p>Instagram</p>	<ul style="list-style-type: none"> - Create Instagram account for the farm. - Post pictures related with the farm regularly- the farm, dishes cooked from the farm’s meats, healthy animals in the farm, the farm’s products, and events. - Use Image marketing for building brand image: all pictures posted in Instagram should be stylish and highlight organic & healthy images.
<p>Blog</p>	<ul style="list-style-type: none"> - Blog will be used to further develop the story of the farm in more detail in a way that Instagram and Facebook can’t express. - Viral marketing will mainly conducted through power (cooking) blogger’s blogs.

<p>Youtube</p>	<ul style="list-style-type: none"> - Approach to target audiences with non-commercial contents - Start own cooking show by using the meat products. - Expose the products in a way of product placement (PPL). For example, by sending samples to cooking channels.
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Figure 11 Social media marketing

4.5. Marketing Implementation and Control

The farm will implement the marketing plan and strategies according to action program following the questions suggested by Armstrong & Kotler (2011).

- **What will be done?**

: Ultimately the owners will decide on which parts of the marketing plan to implement. However, each aspect of the marketing plan detailed so far is important and, if possible, should be implemented.

- **When will be done?**

: **Branding** the farm should be firstly done, for example by creating a logo and updating current products, website and social media to the new unified brand. Next, considering the urgency of selling the farm's products, the farm's **promotional strategy** is the first part that needs to be renewed. Especially the **social media marketing** can be implemented immediately as it requires less time and almost no financial investment, given the farm's financial situation and workforce.

Developing the **online shop** should be done as soon as possible as it will be the main tool for sales of the farm's products to individual customers. Considering the domestic professional kitchen, the farms should start **investigating** local restaurants near their location and see if they are interested, if not, then expanding to the Helsinki region will open more opportunities. The rest of the marketing strategy will be implemented according to what the situation requires

- **Who will do it?**

: Because the farm is a small business, **the owners of the farm** will do most of the work when it comes to marketing and selling the products to restaurants. The social media marketing can be a shared effort by the employees (taking pictures, sharing stories) and the owners. The practical part of the branding will most likely have to be **outsourced** unless one of the owners can create a unified brand that can be applied to packaging, website, social media, etc. under the supervision and instruction of the owners.

- **How much will it cost?**

: The marketing plan in this thesis is designed to cost **the minimum amount possible**. The creation of a working online shop and graphical design are the only aspects that will require a large investment from the owners. Otherwise, the other actions required by the marketing plan will be very low cost. However, it will require a lot of time by the owners to keep information updated. As the business grows more successful more expensive methods of marketing can be considered.

The farm will use a **strategic control method** to control the marketing plan. On a quarterly or bi-quarterly basis, the owners will check to find any problems happened in finance, sales, operations, and customer mix showing the types of customers that the farm has (new customers/loyal customer or individual/restaurant customers).

5. DEMARCATION

Any suggestion for the marketing planning in this thesis is limited to only the farm because the plan is created for the farm and its market situation.

The thesis is made with a realistic approach, considering the resources of the farm from both a finance, which is the annual budget, and time the owners have. Any investments required to carry out the marketing plan will be considered by the owners to see whether the farm can afford it or not.

Most of the literature is not written with an agricultural perspective in mind, therefore it has been applied to an agricultural situation. In some cases there may be disconnect with the literature and how it works in practice in agriculture.

Pricing is a major part of marketing plan. This thesis, however, is limited in that regard because the thesis is written with the assumption that the pricing will not be changed as requested by owners.

Moreover, the thesis is written to focus on short-term aim which is break-even in five years.

6. CONCLUSION

The thesis is to plan marketing strategy for the Finnish farm in order to increase the sales of the meat products which are beef and lamb/mutton. The target audiences are both individuals and professional kitchens in Finland which consider and pursue organic and healthy as important.

The thesis focuses on making realistic and practical marketing strategies which the farm actually can implement during the short term, given the farm's situation of both finance and workforce. Therefore, marketing strategies in the thesis have limitations.

The thesis covers from the previous literature reviews to empirical study regarding the topics of situation analysis -SWOT analysis-, a customer-driven marketing for market segmentation, targeting, differentiation and segmentation, marketing mix strategy, marketing communication and influences (promotional mix and integrated marketing communication), and marketing implementation and control.

However, it is speculated that the farm will improve the sale of the meat products and even achieve break-even they wish if they will follow the thesis as a basic guideline and supplement insufficient part of the thesis when it needed.

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