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DIGITAL MARKETING DEVELOPMENT PLAN

Analysis of current marketing of Kokkotyö Foundation and suggested improvements

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ABSTRACT

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<p>This analysis and digital marketing development plan was made for a local organization in Kokkola called Kokkotyö Foundation. Kokkotyö Foundation is an expert and service organization that activates people in difficult job market positions. It offers four different training service programmes in Kokkola, Kaustinen and Pietarsaari. The foundation helps unemployed people find a job, study place or some other solution, that supports their life management in their current personal situation. The trainees receive job coaching with a professional job coach of the field of a given workshop, as well as personal life management support and guidance from their assigned personal coach.</p> <p>The principal aim of this thesis was to analyse and develop Kokkotyö Foundation's marketing with practical marketing guidelines for the management and the coaches. Based on the acquired information about the foundation, its mission, vision, values, history and operations, a PESTLE analysis and a SWOT analysis were conducted to give context and direction for the following parts. Kokkotyö Foundation's marketing strategy and brand were analysed and developed further. Their current actions in traditional marketing were analysed and improvement suggestions were given.</p> <p>The most needed part asked by the Kokkotyö Foundation was a guide for social media marketing and advice on the website improvement process. Therefore, the main part of this thesis is the development plan for digital marketing, consisting all the different aspects of website marketing and social media marketing. The responsible people and timelines for all marketing actions were clearly stated.</p> <p>The methods used to conduct this thesis were interviewing people, fully integrating to the everyday life of the organization, working in the store, following the instructions of the Head of Kokkola Units, reading online sources about marketing to get ideas and theoretical guidelines and analytically implementing all the knowledge learned in university.</p> <p>It was important to make the plan clear, useful and practical to follow even by employees who have no experience of business or marketing. All suggestions were justified by basing them on the requests of the management, needs of the workshops and theoretical marketing frameworks. As the foundation did not have any marketing plans made before, this thesis can work as a base for any future developments.</p>		

**ABSTRACT
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1 INTRODUCTION

This thesis is made for a local organization in Kokkola called Kokkotyö Foundation during my internship there as the assistant of the Head of Kokkola Units. Kokkotyö Foundation is an expert and service organization that activates people in difficult job market positions, including people with lowered working abilities and people in mental health rehabilitation. The foundation offers four different training service programmes in Kokkola, Kaustinen and Pietarsaari. It helps unemployed people find a job, study place or some other solution, that supports their life management in their current personal situation. They receive job coaching with a professional job coach of the field of a given workshop, as well as personal life management support and guidance from their assigned personal coach. (Kokkotyö-säätiö 2017a.)

Kokkotyö Foundation was founded in 2002. During the past 15 years, it has grown to be the second biggest job coaching organization in Finland. There have been ups and downs but the new changes in the autumn of 2017 indicate a positive development that will lead the foundation to maintain what has been achieved and to strive for new goals. The biggest challenges for the foundation are currently finances and disorder. These are strongly related to the increase in size: the bigger the operational scope gets, the more funding it needs from the City of Kokkola and its other funders, and the more people there are, the more chances there are for misunderstandings and loss of information flow. In my opinion, good communication is the key to solve most of the problems they are facing. (Kokkotyö-säätiö 2017a.)

In the Kokkotyö Foundation's Communications Strategy, written by the Head of Kokkola Unit Sanna-Mari Levijoki (2017), sets out the following communicational goals:

Professional Communicator: Communicates openly, actively, timely and impartially with emphasis on fairness, truthfulness and clarity.

Agile messenger: works collaboratively, communicates about all its activities, and uses various channels of communication as efficiently as possible to ensure that the message arrives. It also constantly observes its operating environment.

Effective listener: engages responsibly and aims to be a listening organization.

A good communicator: appreciates open interaction and communication as parts of all activities and decision-making.

The Communications Strategy also states that its purpose is to create a systematic plan for communication. The Communications Strategy has been proven too abstract and the coaches have hoped for more

concise instructions to implement it. The purpose of this thesis is to create clear guidelines for the management and the coaches on the use of marketing for communication targeted at various stakeholders.

The first part of this thesis will be to analyse the current marketing actions. After getting familiar with the foundation, its mission, vision, values, history and operations, I am able to conduct a PESTLE analysis and a SWOT analysis to give context and direction for the following parts. In the next parts, I analyse and develop further Kokkotyö Foundation's marketing strategy and brand. I define their market segments, market position and unique selling propositions. I am also taking a brief look at their current traditional marketing actions and giving some of my improvement suggestions.

As I started my internship at Kokkotyö Foundation, the Head of Kokkola Units, Sanna-Mari Levijoki, asked for my help with the social media. Later, I was also assigned in the team that creates new websites for the foundation. These tasks lead to me focus more on the digital side of marketing. Therefore, the main part of this thesis is the development plan for digital marketing, consisting all the different aspects of website marketing and social media marketing. To make it easy and practical to follow even by employees who have no experience of business or marketing, the terms used are clearly explained and step-by-step guidelines are created for the implementation of the development plan. To avoid the disorganisation, misunderstandings and confusion that has slowed the foundation down earlier, I am also clarifying the responsible people and timelines for all marketing actions. The annual marketing calendar was also wished by Levijoki to give structure and balance to the marketing throughout the year.

The principal aim of this thesis is to analyse and develop Kokkotyö Foundation's marketing. However, I hope to achieve more than just that. I wish that the improved marketing brings more trainees, customers, partners and funding, and improves the recognizability and image of the foundation. I cannot fix all of their problems but maybe putting one thing in order with clear division of responsibilities also helps with overall cooperation and working towards a common goal. The timing is perfect, as the store moved to a new, better location and the foundation got a new, young and inspired CEO this autumn. Maybe defining and unifying the marketing will also work as change management for the employees who are sceptical and resisting the changes or just searching for their place in their new role or location.

The methods being used to conduct this thesis are interviewing people, fully integrating to the everyday life of the organization, working in the store, following the instructions of the Head of Kokkola Units, reading online sources about marketing to get ideas and theoretical guidelines and analytically implementing all the knowledge learned in university.

2 KOKKOTYÖ FOUNDATION

Kokkotyö Foundation is an expert and service organization in the field of job coaching that offers four different training service programmes in the subregions of Kokkola, Kaustinen and Pietarsaari. These training service programmes are bought for the unemployed people by their sending organization. This is the main cash flow for Kokkotyö Foundation. In the year 2016 over 500 job trainees continued from Kokkotyö Foundation to paid position, work experiment or studies outside of Kokkotyö Foundation. The foundation's job coaching functions in Kokkola are divided into ten different workshops departments: communications workshop, sewing workshop, metal workshop, car repair shop, wood workshop, property maintenance, laundry service, delivery service, assistance workshop and stores. The foundation offers for instance moving, renovation, cleaning, yard maintenance and car repair services affordably to the consumers in the area. Many of the workshops also produce their own products, in which they often utilise recycled and surplus materials. Customers can shop, drink and eat in Kokkotyö Foundation's six stores, two cafes and one lunch restaurant. Kokkotyö Foundation provides companies with cooperation opportunities (such as subcontracting) and help finding new workforce with training and experience. (Kokkotyö-säätiön vuosikertomus 2016.)

Kokkotyö Foundation was founded in 2002 to activate people in difficult job market positions, including people with lowered working abilities and people in mental health rehabilitation. The foundation aims to help these people to find a job, study place or some other solution, that supports their life management in their current personal situation. The job trainees are provided job coaching with a professional job coach of the field of a given workshop, as well as personal life management support and guidance from their assigned personal coach. All the workshops offer real and meaningful tasks that will be useful in later working life. All the services and products are sold to real customers who appreciate the work and pay for the result. (Kokkotyö-säätiö 2017a.)

Kokkotyö Foundation's original founders are the City of Kokkola, The Federation of Education in Central Ostrobothnia (Kpedu), Ventuskartano, 4H Foundation of Kokkola, the Socio-Psychiatric Foundation of Central Ostrobothnia and the Youth Center of Villa Elba. Later the foundation has been joined by Ekorosk Co. and the cities/towns of Pietarsaari, Uusikaarlepyy, Pedersöre, Kruunupyy, Larsmo and Kaustinen. The foundation is managed and lead by a Board of Administration and a Board of Directors. The board of administration includes 12 members named by the founders, including representatives of

the City of Kokkola, Kpedu and the Youth Center Villa Elba. The chairperson of the Board of Administration is currently Seppo Tastula and vice-chairperson Seija Haapalehto. The Board of Directors contains a total of 8 members and 8 deputy members. The chairperson of the Board of Directors is currently Jussi Järvenpää and vice-chairperson Markku Kallinen. (Kokkotyö-säätiö 2017a.)

2.1 Mission

Kokkotyö Foundation's mission statement contains four goals for different aspects of operating, reputation and market positioning:

A professional who develops industry know-how, enhances skills and recruits talents.

An agile partner who meets the needs of the region, is an active initiator and operates in networks.

An effective coach who develops coaching processes, demonstrates the effectiveness of its operations and develops the operating environment.

A good actor whose administration is transparent, operations are responsible and is a sought-after employer. (Kokkotyö-säätiö 2017a.)

These are well-thought, slightly ambitious goals for a young foundation. In the past 15 years Kokkotyö Foundation has successfully grown to be the second largest job coaching organization in Finland with almost 900 job trainees in 2016. It has also widened its network and reached and activated several little towns surrounding Kokkola. Kokkotyö Foundation's Annual Report 2016 transparently demonstrates their operations and effectiveness. (Kokkotyö-säätiön vuosikertomus 2016.)

2.2 Vision

Kokkotyö Foundation's vision statement is "In 2022, Kokkotyö Foundation will be the leading actor in its field and a local, national and international pioneer with its procedures." (Kokkotyö-säätiön vuosikertomus 2016.) In the years 2002–2017 the foundation has already been successful in many aspects but on the other hand, it has also learned what works through trial and error. Their vision of being the local and national pioneer might soon be reached. There is no reason why it could not be considered to be even an international pioneer by 2022, assuming that they continue to develop not only towards

better quality and effectiveness, but also towards the need of the future job markets. Finland is known to be the pioneer in fields that require educated human capital, such as basic education, so why not also in job coaching?

2.3 Values

The values of Kokkotyö foundation are communality, equality, responsibility and goal orientation. The sense of communion inside the foundation is based on trust and it ensures everyone's ability to feel involved in the community, services, production and processes. Workers at Kokkotyö are encouraged and supported not only in their work but also in their personal growth. Equality is an important value for this type of organization. There are people from different kinds of backgrounds with different abilities and personal challenges. Equality at Kokkotyö Foundation is seen as respect for other people, their work and their value. Equality of evaluation and opportunities is constantly monitored. Violations against tolerance are not tolerated. Personal and individual needs are considered in the daily actions of all workshop operations. (Kokkotyö-säätiö 2017b.)

The main aspects of being a responsive actor are transparency, ethicality, professionalism and sustainable development. Kokkotyö Foundation's functional and economic efficiency and social impact are evaluated and reported to the organization, stakeholders and financiers. Valuation of goal orientation encourages to strive, look forward and work towards both personal and common goals. All work at the foundation is meaningful and useful and each workshop has to reach an annual target. Everyone at the foundation is committed to pursue towards these goals and the activities are planned in relation to these goals and future opportunities. (Kokkotyö-säätiö 2017b.)

2.4 The workshops

Kokkotyö Foundation has eleven workshops in Kokkola. It also has activities in its other locations in Pietarsaari, Kaustinen, Veteli, Perho and Toholampi with similar products and services. The workshops in Kokkola are communications workshop, sewing workshop, metal workshop, wood workshop, car repair shop, laundry service, assistance workshop, property maintenance, Ekocenter recycling center, Kokoon – Shop & Café and Vinge Café. (Kokkotyö-säätiö 2017b.)

The communications workshop takes customized customer orders for decals, signs, engravings, textile printing and graphic design and designs and produces its own products that are sold in all the stores. The sewing workshop makes many different things, such as bags, aprons, pillows and pot coasters for customers, companies and own stores. The metal workshop makes for example grills, lanterns, firewood holders and garbage cab sheds, and takes orders of various customized projects, such as gates and fire-escape stairs. The communications, sewing and metal workshops all use utilize recycled and surplus materials. The wood workshop builds benches, outdoors candle holders, shelves, bird feeding stations and other wooden items according to different seasons. Most of their capacity is used for customers' building, renovating and painting projects. The car repair workshop can handle all the most common maintenance and repair work, washing, waxing, tire changing and roadworthiness inspections. The laundry service workshop washes, wrings and irons textiles and clothes for private customers and companies. They also have a service for laundry pick-up and delivery. The assistance workshop offers services for indoors cleaning and personal assistance at home. The two cafés are also part of the assistance workshop and guided by the same job coach. (Kokkotyö-säätiö 2017b.)

The property maintenance workshop helps house-owners and housing cooperatives with for example lawn mowing, snow clearing and hedge cutting. They can also help to clear a house, storage or garden (for example after moving or passing away). Ekocenter recycling centre is one of the most diverse workshops. They receive and sort donated clothes, items and furniture and deliver sellable ones to the store. They also offer delivery service for different needs, such as home delivery of furniture bought from the store, moves and taking trash to the landfill. Kokkotyö Foundation also does technology demolition as a subcontractor for a company. The second-hand store used to locate in the same premises as Ekocenter but in September 2017 it moved to the new location close to the centre of Kokkola (KP24 2017). Bigger things such as bikes, household appliances and most furniture are still sold at Ekocenter. Kokoon – Shop & Café is the new pride of Kokkotyö Foundation. It presents donated goods in a tidy and classy way, creating the feeling of a “real” store, not a messy and stuffy flea market. There is also a café with fresh, hand-baked sweet and salty treats. They are baked at Vinge Café, which is the other café, located at Vinge Youth Centre, in the same premises with the school of Ykspihlaja. Vinge Café serves mostly school children and youth buying snacks. They also offer catering for meetings. (Kokkotyö-säätiö 2017b.)

3 ANALYSIS OF KOKKOTYÖ FOUNDATION'S CURRENT SITUATION

The analysis of Kokkotyö Foundation's current situation includes a brief PESTLE analysis, a SWOT analysis and conclusions from the interviews given by the job coaches in Kokkola in September 2017. The PESTLE analysis was created to analyze company's external environment through political, economic, social, technological, legal and ecological factors affecting it (Pestle Analysis 2017). The most important factors for the foundation to follow are the social, technological and legal factors. The SWOT analysis identifies the strengths, weaknesses, opportunities and threats of the whole foundation in its current and predicted future situation (Opetushallitus 2017). The foundation has currently good strengths and its weaknesses can be minimized. There are no big or highly likely threats that can be seen in its future. As Kokkotyö Foundation is composed of around 20 different workshops with widely varying operations, services, products, challenges and marketing needs, it is essential to collect up-to-date information from each job coach to compose the overall view of the current state of the foundation and its marketing needs.

3.1 PESTLE Analysis

Overall, the political and economic situation in Finland is stable and growing (Focus Economics 2017.). Central Ostrobothnia's economic development is good. As the central Ostrobothnia's capital, Kokkola has a key role in the business of the area. Kokkola has lots of companies in different industries. Kokkola does not have any significant problems with criminality affecting the operation of Kokkotyö foundation. As a non-profit foundation, the operations of Kokkotyö Foundation are dependent of its financing. Possible political or economic changes or crises may jeopardize the continuity of operations. Most of the services and products are priced in relation to the prices of their competitors, but for example, the assistance workshop's prices are defined by Soite and the foundation cannot influence them. (Kokkolan kaupunki 2017a.).

Politically majority of the people in Kokkola support the Finnish political party called Suomen Keskusta. According to their website, Suomen Keskusta appreciates the freedom of the individual to evolve in the way they wish, while bearing the responsibility for themselves, the others, and the environment. The values of Suomen Keskusta include communality, compassion and locality. Therefore, at least in theory, the City Council of Kokkola and the local people who voted their candidates there, appreciate exactly

the same things that Kokkotyö Foundation works to promote. (Kokkolan kaupunki 2017b.) (Suomen Keskusta 2017.)

Kokkotyö Foundation has the unique benefit of possibly being able to benefit even from negative changes in the purchasing power of local consumers. The rise in purchasing power is, of course, always a positive thing as it increases the demand for products and services. On the other hand, a drop in the purchasing power can also bring more customers to the foundation, as many of our services are cheaper than the competitors'. Additionally, second-hand store sales may increase as customers search more actively for ways to save on their purchases. Donations may decrease if consumers cannot afford to buy a new one or choose to sell the old ones themselves.

Social factors affect all activities of Kokkotyö Foundation. Local values, purchasing behaviour and lifestyle affect the popularity of second-hand stores and the purchase of services from a job coaching organization instead of from a company. Finns and Central Ostrobothnians generally appreciate Finnish, local work and communality. Birth rate, age structure and migration affect the size and structure of the local target market. In Kokkola, especially young mothers are active flea market users who should be attracted from Facebook selling groups to brick and stone second-hand stores, including Kokoon - Shop & Café. On the coast and in particular in the Jakobstad region, bilingualism and the possible differences in values and behaviour of the Finnish-Swedish culture should also be taken into account.

The technological factor affecting Kokkotyö Foundation the most is keeping up with the development. Today's world is open and interactive. If a piece of information is not found on Google, it's practically non-existent. If the company does not have websites or they are poor or outdated, the company does not seem functional or trustworthy. Kokkotyö Foundation must be found and present on its website, social media and Google Maps. The foundation's internal flow of information, billing software and the online store are also technological factors whose need for updating needs to be evaluated annually. Other technological changes affecting the operations of Kokkotyö Foundation include electricity prices, fuel prices and equipment replacement. The equipment and vehicles used must meet the statutory energy efficiency and safety requirements.

The legal factors influencing Kokkotyö Foundation are different laws, regulations and restrictions. It has to consider the laws defining business, taxation, foundations, employment, compensation and work safety. Each workshop must operate according to the laws considering their field. In addition to national

and European Union's laws, the foundation must also follow the decisions done by the city of Kokkola and the other cities and authorities in the area of operations.

The most influential element of ecological factors is the growing environmental consciousness that changes people's habits all over the world, including Europe and Finland. The reputation of second-hand stores and recycling has enhanced, and products made from recycled and surplus materials are valued. Favouring and purchasing locally produced products has a smaller ecological footprint ordering a product from far, travelling to buying a product from a different city or buying a product that has been produced far and shipped to the place of retail. Environmental awareness also increases the donation of old belongings instead of throwing them away. In addition, when people try to reduce their spending on products, they have more money to spend on intangible or nearly intangible services. (Cohen 2014.)

Other ecological factors include the climate change, waste problems, infrastructure change and environmental legislation and their changes. Climate change might also affect the climate in the Kokkola region, which may affect the property maintenance work (e.g. less snow maintenance work). Possible future waste problems can bring new partners to Ekocenter, especially with regards to demolition. Infrastructure may show effects of migration from the country side to the cities: in the country side it gets sparser and the population density of Kokkola rises.

3.2 SWOT Analysis

The SWOT analysis of Kokkotyö Foundation is based on personal notions and conclusions after 3 months of being integrated in the organization and working with the managers, employees, trainees and customers. The foundation has many strengths and opportunities especially now with their new store location in Kokkola, new CEO and risen interest and motivation to put effort in their marketing, especially on social media. The continuous change of trainees and students is a great force moving the foundation forward. New, young and motivated employees, trainees and students come to the foundation full of ideas. Those ideas must be heard and appreciated, and developed forward if there is good potential. There are also some weaknesses, challenges and possible threats but nothing too severe that could not be avoided, minimized or endured.

3.2.1 Strengths

Kokkotyö Foundation's most essential target group are the unemployed people who come for job coaching. Kokkotyö Foundation is a great option for them for several reasons. There are many workshops to choose from and they can also switch and try different ones until they find what field suits them best. The work is guided by an experienced professional of their field, who also has a diploma in job coaching. The given work tasks are real and meaningful. All workshops aim to make some profits with their operations to help cover the costs of running the foundation, which means that the workshop is not a condescending playgroup for the unemployed but a true and realistic workplace. However, at Kokkotyö Foundation the job coach understands and considers the trainee's individual needs and abilities without judgement or inequality. The personal coach helps with paperwork, life management and future plans. As the trainees work together with other trainees, they are constantly giving and receiving peer support. Overall, the working atmosphere is optimistic and friendly. The working environment also gets international influence from immigrant and European Voluntary Service (EVS) workers. In many workshops, the trainees get to help people in need and see their delight and gratitude. Good example of this are the elderly people ordering house cleaning or property maintenance services.

One of Kokkotyö Foundation's important and profitable operation sector is subcontracting. Companies contact the foundation and offer the assignment, for example 200 business gifts. Kokkotyö Foundation's best strengths in this sector are recycling expertise and flexibility. The foundation can use the company's own surplus materials to manufacture the needed products. As the foundation consists of 10 different types of workshops, the company benefits from the variety of knowledge and skills. Kokkotyö Foundation considers all assignments with an open mind and workshops can work together on a project which requires for example wood crafts, metal crafts and textile work. Whereas some other company in the area might answer "We do not do these type of things" to more unique ideas, Kokkotyö Foundation seeks to find a way to make it possible with workshop interaction and development of new functions.

The buying customers also have many reasons to choose Kokkotyö Foundation. Generally, the people in the area share the same values with the foundation and appreciates recycling, hand-made products and helping local unemployed people. They get personal service from a small workshop instead of giving their money to big corporations. The foundation is a non-profit organization which means that all the sales profits are needed to ensure the continuation of job coaching, recycling and service providing in this area. The customers can also get a wide variety of services from the same foundation without having to look for a different company and phone number for everything they need. They get the same quality

or even better as some things are done manually at Kokkotyö Foundation while companies use machines. For example, the laundry is mangled manually, which is gentler for the fabric than machine mangling.

Other general strengths of Kokkotyö Foundation include good cooperation and spirit between different workshops, honest and straight-forward atmosphere amongst job coaches and of course the fact, that Kokkotyö Foundation is currently the second largest job coaching organization in Finland and only one in the area. There are some other substituting options for unemployed, such as work experiment in a regular company. The downsides of any substitute option are the lack of peers in the same situation, lack of personal coach's guidance and lack of flexible and understanding job coaching from a qualified job coach.

3.2.2 Weaknesses

Given the small size of the workshops and dependence of the city and Kela (the Social Insurance Institution of Finland) financing, Kokkotyö Foundation does have some limitations compared to companies offering similar services and products. The capacity of a single workshop is limited to one job coach who can have only so many trainees at a time. At some workshops, the work is slower or requires more people than it would in a regular firm. This is considered in the billing and the customer does not pay for the "additional" hours or workers. Since the work force is composed of constantly changing people with different skills, experience level and challenges, the capacity and difficulty level of the work that can be done is always changing as well. The job coach's first priority should always be coaching, not making the ends meet at the cost of the well-being and learning of the trainees. As the job coaches most often do not have any business education or experience, they find it hard to manage things like invoicing or marketing. Nonetheless, they are responsible for their own workshops ability to reach the sales target set by the management.

The lack of business-minded people can be seen in the current state of marketing. The brand, work outfits, advertisements, social media activity, website or physical appearance of workshops are not coherent throughout the foundation even inside the same city. The poor marketing and internal and external communication leads to inconsistency and confusion. Sometimes customers do not know who to call or call to the right type of workshop but in the wrong city. Job coaches feel that they are not fully aware of what is happening in other workshops or locations. The management is said to make decisions either too

hastily and then changing their mind later or then pondering over it for too long. Some tasks or changes are unfinished for too long because the division of responsibilities has been unclear.

Being a job coaching foundation also brings challenges to maintain a good and fact-based reputation. Some locals might confuse Kokkotyö Foundation with other organizations in Kokkola that are for employing or activating handicapped people. Some customers might prefer a real company instead having trainees do the work, even if it is under the careful supervision of professional job coaches. The current old-fashioned, uncoherent and uninteresting website does not help to create an image of professional quality. It might also drive away potential new trainees if they find the information too boring or unclear. The unemployed people might opt for a work experiment in a real company over a trainee period at Kokkotyö Foundation because it would look better on the CV and might lead to a permanent job in that company. At Kokkotyö Foundation, the trainees usually stay for a few months. Only a fraction of them stays longer than one year (Kokkotyö-säätiön vuosikertomus 2016.) It is a temporary solution, during which the personal coach helps the trainee to find something more permanent or at least the next step towards something permanent.

3.2.3 Opportunities

There are some opportunities that Kokkotyö Foundation should attempt to seize. If they get a profitable subcontracting project or contract offer, they should find a way to be able to take it and not be afraid to increase their capacity for it (as long as it stays profitable). They can hire new job coaches of different fields to start a new workshop or more job coaches for the existing workshops to increase the number of trainee places and amount of work that can be guided and supervised. They can and most probably will continue to expand to new locations, improve their premises and develop their international relations with the EVS programme.

In September 2017, Kokkotyö Foundation moved their store in Kokkola to a new, central location nearby the other second-hand stores, the train station, the campus area and the city centre. The new store has a spacious, tidy and pleasant layout. The personnel are excited to work in a beautiful store in the centre, as opposed to the old store which was in a warehouse far from centre. They are already coming up with their own ideas for campaigns, decorations and layouts. This brings life to the store and builds good atmosphere and team spirit, which shows also as good and cheerful customer service. The new store is a great opportunity for marketing not just the store, but the whole foundation. In the new location, new

customers can find the store by accident as they walk or drive by. They might not realise that the store is part of Kokkotyö Foundation or even know about the foundation. It is important to raise the profile of the whole foundation with the positive reception of the new store. More coherent branding and marketing throughout the workshops and locations would help familiarizing customers of one service or product with everything else the foundation has to offer. As the brand, image and reputation of Kokkotyö Foundation improves, it is taken more seriously: customers will have more trust in its services and products and unemployed people will want to work there. The central location and good image can also bring opportunities for new cooperation partnerships with for example local hairdressers, flower stores or hand-made product producers.

New partnerships can also be found through improved social media presence and a new, visual and modern website. There is a Facebook group in Kokkola called “REKO Lähiruokaryhmä” which brings together local farmers and other food producers. They sell their products in the group online and also regularly organize farmers’ markets. This group might be a good way to connect with local food producers and create cooperation, especially with the café in the new store as it needs a new, fresh selection now that it is not in a deserted warehouse anymore. (REKO Lähiruokaryhmä 2017.)

The communications workshop has been assigned with the main responsibility of taking care of the foundations internal and external communication in the Communications Strategy 2017 written by the head of Kokkola units Sanna-Mari Levijoki (2017), but has yet to grasp this role. This workshop should be constantly developed towards the needs of the future job markets. At the moment, the communications workshop produces mostly signs, magnets, prints, stickers and textile printings. These tasks are easy to teach and supervise. Maybe a new spin-off workshop would be needed to guide the trainees with most potential towards digital communications and marketing, such as “media workshop” or “digital workshop”. The foundation got a new CEO Ronnie Djubsund in September 2017. The coaches are hoping that he brings new life and direction to the foundation. He has good experience and motivation, so perhaps he will bring the foundation’s brand, marketing and communications to the 21st century.

3.2.4 Threats

The common threats for any organization are of course theft, fire, water damage and other accidental or intentional damage to the goods, materials and premises. There might also be a change in the laws or

regulations that affects the foundation's operation. The unemployment in the area might decrease causing a lack of trainees. There might emerge new foundations or systems that substitute the job coaching services that Kokkotyö foundation offers. There might also appear some sort of scandal or crime. Maybe a trainee steals from the cash register, insults a customer or gets aggressive (maybe due to intoxication or medication). Maybe a job coach cheats in billing, takes personal advantage of the materials or insults a trainee. Maybe a service or product is failed to deliver in time or as promised. Anything can happen as technology or human judgement are never failure proof.

In the event of any sort of damage, failure or scandal, it is important to perform effective damage control. The incident must be thoroughly investigated, guilty parties punished, victims refunded or compensated and damages fixed. Quick and active PR response helps to move past the incident and preserve good reputation. Bad reputation would lead to less customers, less trainees, less new partnerships and even a loss of existing partners. As the foundation is now entering social media, they must also closely instruct and supervise anyone posting or commenting on behalf of the foundation. When something is published online, it cannot be undone. Customer complaints through social media and responses to them are more public and easily proofed and shared than complaints dealt face-to-face or on the phone. If someone feels they have been wronged by Kokkotyö Foundation, they might start a reputation damaging commotion on social media. PR responses must therefore immediately reassure the public that the issue will be investigated and solved. The response must then be followed by promised meaningful actions. (Vertical Response 2014.)

3.3 Current state and marketing needs of the workshops

All ten job coaches of Kokkola were interviewed in September (APPENDIX 1). The topics of these interviews were prices, product categories and profitability, the number of trainees, the overall functionality of the foundation and marketing needs. The aim of these interviews was to build a comprehensive view of the operations, situation, challenges and needs of each workshop. Together with the PESTLE analysis and the SWOT analysis, these results help in the formulation of the marketing strategy, including the traditional and digital marketing.

3.3.1 Prices

The job coaches of the wood workshop, property maintenance workshop and assistance workshop evaluate that their prices are on a good level. The job coaches of the delivery service, sewing workshop, car repair workshop and laundry service workshop felt that their prices might be too low compared to the material costs, time, effort and average market price, and wished their prices would be reviewed for the year 2018. The metal workshops prices are fine according to the job coach, but other job coaches suspected that their prices only cover the high material expenses without bringing much profits. Therefore, the prices of the metal workshop should also be reviewed for 2018. In the Kokoon – Shop & Café store the price level is quite affordable compared to other second-hand stores, where the products are priced by their previous owner. In Kokkotyö Foundation's store, their prices are set by the employees. For this to work, they must make sure that everyone doing pricing has the same view of appropriate prices.

Generally speaking, the quality is the same or even higher than the quality of the competing firms' similar products or services. Some tasks take more time or more people are involved in the process, but the job coaches supervise the work and ensure professional quality. All working hours are not billed from the customers but instead it is estimated how long it would have taken a professional to complete. Therefore, same or slightly lower than competitors' prices are suitable.

3.3.2 Product categories and profitability

The different workshops of Kokkotyö Foundation have very differing product groups and profit margins. This year, many workshops are struggling to reach the profit target set by the management. The store moved to new premises in early September and its profitability is monitored by following the sales figures for the rest of the year. Most of the goods received by donation have a profit margin of 100% (excl. products needing washing or repairing before selling). Sales of workshop products and the café are separated in the bookkeeping, so the store does not get any profit from those. The store has, however, an important role in the sale of the workshop products.

The range of services offered by the service providing workshops (delivery, car repair, laundry, assistance, property maintenance) is good and clearly defined. At the delivery service workshop, the moving service is particularly lucrative. At the car repair workshop, the most profitable service is welding. The easiest profit maker at the property maintenance workshop was real estate management, as the job coach

was a licenced real estate manager and was able to handle that amongst her other responsibilities and bill the hourly tax from the client. It would have been profitable to get more real estate management clients but unfortunately that job coach's contract ended, and the person assigned to continue does not have the education for that. The biggest problems the laundry service workshop faces at the moment are the large number of small bills (which take a lot of valuable working hours to invoice) and the lack of transport fares with many corporate clients with a permanent contract. One solution to the invoicing burden would be a surcharge (3–5 euros) for small bills (for example less than 10 euros), which would encourage customers to pay it in cash. This would reduce the number of small bills and invoicing the remaining bills would be more profitable as well.

It is important to evaluate which products are most useful (create meaningful and educational work tasks for the trainees) and profitable when considered coaching, materials, profit margin and demand at the workshops that design and produce their own products (communications workshop, sewing workshop, metal workshop, wood workshop). In particular, the range of the products at the communications workshop should be revised and redefined. The more difficult customer orders needing more valuable materials are risky to produce. If someone makes a mistake and the whole process has to be started from scratch, expensive materials are wasted, and the price gotten from the customer might not cover the doubled material costs, not to mention the time and effort used. If something is so difficult that the job coach has to do it themselves, it takes time from coaching which is the main function and the reason for the foundation's existence. In the Communications Strategy (2017), the communications workshop has been assigned a significant responsibility role developing and taking care of Kokkotyö Foundation's internal and external communications but at the moment they do not have enough resources or time to fulfil that responsibility.

The product selections of metal and wood workshops are currently not clearly defined or known by people outside the workshop and there are no price lists available for their products and services. Therefore, it is difficult to market their products. The metal workshop uses expensive materials, so the products in their storages must be sold, not just stored and forgotten. The wood workshop cannot increase the production of its own products, as the current capacity is met by customer orders for construction, renovation and painting services.

3.3.3 Number of trainees

At the moment, all the workshops could take in more trainees. In particular, the sewing, wood, assistance and car repair workshops would need more workforce. Car maintenance and wood workshop would also need a new paid employee to increase capacity. The job coach can only be guiding and supervising work in one place at a time. For wood workshop this is particularly restricting as services such as construction, renovation and painting require working at the customer's house. This means, that they can only take one or two projects at once since the work has to be constantly supervised by either the job coach or a paid employee. If the job coach and paid employee are both supervising work in a customer location, there is no one left to supervise work at the wood workshop, meaning that they can not leave trainees there to put together products or needed components for the projects.

3.3.4 Functionality of the foundation

The job coaches describe the work rewarding and are generally satisfied with their job. Trainees usually have a good work motivation. At many workshops, the trainees are interacting with customers, so customer service skills are needed. The client and their property must be treated with respect. The cooperation between the workshops is partly good, partly needs improving. The coaches would wish more team spirit and solidarity between the different departments of the foundation. All employees and coaches should feel interested, proud and responsible for the entire foundation's operations and the continuity of the operations. One job coach suggested an Open Doors type of event with tours around all the workshops. This way everyone would have a basic idea of what each workshop actually does. It is easy to make false assumptions about other workshops and their work if you have not seen how things are in reality.

The management is hoped to take actions to improve the solidarity. All work and personal coaches should have a common goal and a common view how it is achieved. In the current state, the information flow is considered inoperative. The coaches would like to be better acquainted with what is being done at different locations (including Pietarsaari and Kaustinen) and which products of their workshop have been sold. Workshops that manufacture their own products wish for more appreciation, visibility and marketing for their products in the shop, on the website and in social media. There is some concern about the foundation's reputation. The customers should be better informed what the foundation is and what it does. The foundation should also pay attention on its internationality. Currently, the website or none of

the brochures come in English, although the foundation has international projects and trainees who do not speak Finnish or Swedish.

3.3.5 Marketing needs

In general, the mid-winter period (Dec-Jan-Feb) is the quietest season for every workshop. Marketing requires an annual schedule that can be followed by job coaches, the communications workshop, the stores, and the management team. The annual schedule must take into account the needs of customers at different seasons and the varying needs for marketing at different workshops. For example, the moving service of the delivery service workshop can be marketed throughout the year, while the laundry service workshop has a big rush at midsummer, followed soon by a shortage of work right after midsummer. The target groups of the marketing also vary as some workshops need more trainees, while others need more customers.

Several workshops moved to new premises in September 2017 and therefore need new signs and labels. In addition, customers must be informed of the new locations. The store used to be in the same building with the Ekocenter, making it easy to sort out the donated goods, put price tags and take them straight to the shelves. With the store and the Ekocenter now as separate operations in different locations couple kilometres away from each other, a new way of organizing the sale of donations is needed. The communications workshop needs reformation and clear guidance to take care of the foundation's marketing in the future.

4 MARKETING STRATEGY

At the moment, the marketing of Kokkotyö Foundation has not been clearly assigned to a specific person or team, and there is no marketing strategy written down. The managers and job coaches try to include some marketing actions in their work, but the lack of a clear, unified strategy set by the management leads to incoherent, insufficient and unbalanced marketing throughout the foundation. As this is the first marketing strategy created for the foundation, it starts from the basics and can be upgraded in the following years, when the basic marketing actions start to flow with routine and ease. A clear and basic strategy with practical examples and detailed guidelines can be easily followed by all the employees of the foundation, even though almost none of them have business-related education or experience.

The values of Kokkotyö Foundation are communality, equality, responsibility and goal-orientation. (Kokkotyö-säätiö 2017a.) These values should be taken into account when implementing marketing. There are three different marketing segments: trainees, buying customers and partners. Strategies used to reach and influence these segments are traditional marketing, digital marketing, content marketing and branding. Content marketing will be used to emphasize the values, Kokkotyö Foundation's brand and practical and proven ways how Kokkotyö Foundation is following these values.

The three most important marketing channels used are social media marketing and earned media visibility. Earned media is publicity gained without paying for it and includes for example word of mouth, mentions or interviews on newspapers, television or radio and mentions in social media or blogs (Newman 2014.) At the moment, the new store in central Kokkola has received a lot of free publicity. There has been interviews on a local newspaper, television and radio and there are positive comments on the text-message comment section of the local newspaper practically every week. The Facebook page has gained likes, comments and shares. (Kokkotyö-säätiö 2017.)

4.1 Market segments

Kokkotyö Foundation has three very distinct marketing segments: trainees, buying customers and partners. Some of the marketing is general marketing targeting all market segments, some more customized focusing on a specific segment. Without trainees, the foundation could not operate. They are the main customers but also a major part of the workforce. Therefore, it is important to have a good reputation

and effective marketing directed to the unemployed people. The buying customers bring a part of the sales revenues and give the workshops a reason to work. Anyone living in the area can be included in this segment, as everyone is a potential product or service purchaser. The partners segment consists of companies, organizations and the local and national authorities. Their needs for information and marketing are a bit different as they usually need more detailed information to make a decision to cooperate with the foundation or join the foundation and invest in it.

4.2 Market positioning

Market positioning refers to how people see the foundation and compare it to competitors. How does Kokkotyö Foundation stand out from other service providers? In what order does the consumer place the service providers in their mind? (The Economic Times 2017.) For example, retail store Lidl has succeeded in transforming the consumer's negative image of a cheap German intruder into a low-cost alternative that sells international products as well as the same familiar products (e.g. Finnish milk) as other stores (Manninen 2017).

To support the mission and vision of Kokkotyö Foundation, the marketing should position the following priorities in the minds of consumers:

A professional who develops industry know-how, enhances skills and recruits talents.

An agile partner who meets the needs of the region, is an active initiator and operates in networks.

An effective coach who develops coaching processes, demonstrates the effectiveness of its operations and develops the operating environment.

A good actor whose administration is transparent, operations are responsible and is a sought-after employer. (Kokkotyö-säätiö 2017a.)

Kokkotyö Foundation should use many different marketing methods combined to influence its market segments to position itself in this way. The methods covered in this thesis are traditional marketing, digital marketing, content marketing and branding. The traditional and digital marketing both aim at effective content marketing and branding. Most of the marketing actions can be used to market to all three market segments, some must be modified to fit the needs of the segment and the aim of the strategy.

4.3 Measuring the results of marketing

This marketing strategy aims to positively influence the image each customer segment has of the foundation. The effectiveness of marketing can be measured by customer surveys, digital marketing results (e.g., number of Facebook followers), number of customers, number of trainees who choose to work at Kokkotyö Foundation and sales revenues. In addition to showing profitable results, marketing aims to create new, interesting and useful work tasks for the trainees at the communications workshop and the Kokoon - Shop & Café. The experience gained will help in their employment process, as almost all workplaces benefit from at least one of the areas related to marketing (e.g. customer service, product presentation, product or service pricing strategy).

5 BRAND

The brand is the customer's perception of a product, service or company, created by the means of branding. Most often, the brand is visualized as a familiar logo, for example, the text "Coca-Cola" with the familiar red font. Kokkotyö Foundation's brand is based on the foundation's values and is represented with the familiar light green logo. Kokoon - Shop & Café has its own sub-brand, but it is clearly tied to the foundation's brand. The most important but also challenging step in branding is to create the brand. Branding requires perseverance and consistency. After creating the brand, its maintenance continues. Changing the brand should be avoided unless the whole foundation's operations change quickly and completely outside the brand. However, the brand may be updated during brand maintenance. New things can be integrated into it and unworkable concepts can be left out. (Lake 2017.)

5.1 The importance of branding

Branding has many benefits. The brand is a clear message that creates the right kind of image. Branding makes the foundation familiar to the consumers. When the foundation and its operations are understandably explained and summarized, the customer's trust in the foundation grows. Familiar things are trusted, while too confusing and complicated things are avoided and doubted. In addition, a good brand creates an emotional attachment and loyalty between the customer and the product, service or foundation. The most important factor affecting purchase decisions is feeling. (Lake 2017.)

A good example of an effective Finnish brand is "Fazer's blue" chocolate. Even the mere colour of the package is enough to bring the product back to the customer's mind: the location in the candy isle, the appearance, the logo, the rustle of the foil, breaking off the pieces, the taste, perhaps even a television ad and its music. A successful brand arouses emotions and loyalty (Lake 2017). Fazer's chocolate is considered to be the best in Finland and it is always a good choice of housewarming present or souvenir when visiting someone abroad. Can Finns justify this purely with rational reasoning? By what means is the recipe, methods of production or the purchasing experience of this chocolate the best? Even if they differ in some aspects, the customer will not be able to explain these differences. Successful branding has convinced the customer on an emotional level, and no fact-based reasons or taste test results are needed. (Fazer 2017.)

5.2 The brand and branding process of Kokkotyö Foundation

Branding is all about interesting and engaging storytelling. Consumers do not care about facts and figures and they will not stay in their mind until the next time they make a purchase decision. Memorably stories require familiar communication format and relatable context. The storytelling should tell who the foundation is, what it does, what needs it fulfils, what it values and how it contributes to the local community and public. (Lake 2017.)

Kokkotyö Foundation's brand should represent its values: communality, equality, responsibility and goal orientation (Kokkotyö-säätiö 2017a). When customers think about Kokkotyö Foundation, some the following thoughts and associations should pop into their heads:

- Many different services
- Professional expertise of different fields
- Good quality for affordable price with pleasant customer service
- Helping unemployed people with challenges
- Recycling and use of surplus materials
- Tidy, spacious and trendy second-hand store with a café in central Kokkola
- Hand-crafted, unique products
- Important and needed actor in the area.

Kokkotyö Foundation already has a good logo, font and colour scheme but otherwise there are not many efforts done towards branding. First of all, to unify all the workshops into one multitalented foundation, the coherent brand should be visible in many other ways than just on promotional material, website and social media. The activities, practices and work outfits of each workshop must be uniform (within the limits of the requirements of different workshops of course). For example, all workers working in halls or outdoors should have overalls with the same Kokkotyö Foundation logo. Every car should have the same decals and preferably also the same car colour. Everyone should be in the same mindset of doing business and customer service. The customer cannot know which job coach is too busy to answer the phone, who never reads their email and who is hard to find at the workshop because of their off-site projects. Therefore, every job coach should aim to be reachable to the customer the same way as the others are: over the phone and via email. Cash and debit cards should be valid at every foundation

checkout without any exceptions. The general appearance of the workshops should be neat and coherent in the ways they can. Posters and brochures of the foundation should be visible at all workshops.

(Williams 2017.)

After the basic level of brand coherence inside the foundation and familiarity of the brand in the minds of consumers is reached, it is time to educate the consumers more. This is where content marketing kicks in with the unique selling propositions of Kokkotyö Foundation. Once marketing does not need to actively raise awareness of the foundations existence and functions, it can start telling deeper, meaningful stories. These stories help the consumer feel like they know the foundation on a personal, emotional level. The biggest, most important resource at Kokkotyö Foundation are the trainees. They all have different backgrounds and experiences and people can easily relate to ordinary people, trying to find their path in life. Honest, down-to-earth interviews of trainees are far more interesting than annual reviews of facts and figures from the management. Once the consumer assimilates Kokkotyö Foundation with helping unemployed people and saving the world by recycling, they will choose it over competitors. The foundation should not even try to compete against real companies with prices, quality, capacity or speed. It has so much more to offer: the added value of doing good, being local and giving flexible, customized service, that big companies or national chains simply cannot offer.

6 TRADITIONAL MARKETING

The best channels for Kokkotyö Foundation in traditional marketing include leaflets, billboards, business cards and brochures. Direct marketing and telemarketing are also sometimes used to market some services to a particular target group. It's good to remember that all the activities of the store, such as products and their quality, facilities and customer service, are marketing too. Free, earned visibility is also a good advertisement. This includes newspaper articles, newspaper or radio interviews and reputation amongst local people. Also, every product used by customers can bring more customers: if someone likes, for example, their neighbour's lantern or co-worker's cell phone bag and hears that it is made at Kokkotyö Foundation. The most common factors affecting the foundation's reputation (both good and bad) are quality-price ratio and customer service.

6.1 Advertisement

For the year 2018, Kokkotyö Foundation should negotiate with The Kokkola magazine for an annual offer, for example a same-size ad on the same page every second week. The content of course is different each time, because the magazine ads follow the annual marketing schedule and monthly priorities. Keskipohjanmaa and ÖT magazines can be used as needed 1 to 6 times a year. These magazines have a larger audience, but the price of an advertisement is also higher. Regional activities are advertised 4 to 12 times a year in local publications. Direct mail marketing can be done, for example, for services of property maintenance workshop and assistance workshop by distributing ads for gardening, cleaning or personal assistance in mailboxes of target neighbourhoods or house types. Telemarketing can be used when offering services or cooperation to companies and partners. All marketing materials will be ordered from the communications workshop.

6.2 Other means of physical marketing

Thanks to its new central location, Kokoon – Shop & Café's big windows are seen by a great number of passers-by on a daily basis. This should be seen as a possibility to promote all workshops, products and services of the foundation. After all, the second-hand store is quite self-explanatory. The window decals must include the logo of the foundation, not just the store's own logo. As the store has now a new,

modern brand, it should be seen as an opportunity to upgrade the image of the whole foundation. However, marketing in other locations cannot be neglected. Each building should visibly present (for example on the door, on the wall or on a display stand) an A3 size brochure of the whole foundation with workshop names and contact information and a map that clarifies different locations and their functions. Ekocenter must have a clear sign next to the road guiding the donators, customers and partners into the right yard. When participating in different local events, it must be clearly shown by signs, logos, colours, brochures, outfits and customized price tags, that this table or stand presents Kokkotyö Foundation.

Each workshop must have its own price list (A4 size, listing their most popular products and services with example prices) and can also provide a more detailed brochure describing the activities of the workshop and the materials, design process and makers of their products. The brochure can also include pictures and prices of selected products. Business cards are mainly used to share contact information with company client representatives and partners. Private customers are given a brochure of the entire foundation, from which they will get acquainted with each workshop and their contact details.

Other means of physical marketing are also decals on cars and work clothes. All official vans of Kokkotyö Foundation should have coherent decals with the same information, font, colours and logos. The vans move around the city and work as a free advertisement to all passers-by. The work differs between workshops and the requirements for work clothes are different. Some workers need overalls for indoor and/or outdoor work, some are able to work in their own clothes. However, anyone in contact or even seen by customers should wear at least a t-shirt in a brand colour (light green, dark green, white, black or grey) with the foundation's logo. Overalls should be unified to come in only one or two colours and present the same logos.

6.3 The annual marketing calendar

The annual marketing calendar is a guideline for planning and executing different marketing actions throughout the year. It is updated and distributed by the head of unit and followed by all coaches. The marketing of Kokkotyö Foundation will follow the annual marketing calendar model for all the coming years until a possible upgrade or the creation of a new model. The Head of Unit will make the necessary changes in accordance with each calendar year and the strategic goals. In addition to marketing actions, the annual plan should also include regular marketing planning sessions with the unit's job coach team. The Head of Unit should also estimate the need of staff training and schedule training into the annual

calendar. When planning the marketing for the next year, clear targets and benchmarks must be set. These will then be reviewed in the end of the year. If they were not met, the management and job coaches must figure out the reasons and take action to prevent failure to reach targets next year.

The most important task of the Head of Unit in marketing is to update the quarterly plan with the help of the annual model. The Head of Unit actively seeks out new local events in their area of operation and opportunities for cooperation that the foundation can take advantage of. The Head of Unit should give out a quarterly plan for at least three full calendar months in advance. This will ensure that job coaches and communications teams always have a 3–6-month precautionary period to design and manufacture their own products and the marketing material. Therefore, the “January-February-March” quarterly plan should be ready by the end of September, “April-May-June” in the end of December, “July-August-September” in the end of March and “October-November-December” in the end of June.

Each job coach follows the annual marketing calendar. When a new quarterly plan is given, the job coach makes notice of the type and timing of the attention and visibility given to their workshop, its products and services. The workshop always has at least three full calendar months to prepare for their assigned focus month and decide on the products that will be marketed and their prices, deliver information and pictures to the communications workshop at least one month in advance and produce a sufficient number of these products. If the workshop operates only with intangible services, the job coach must submit the marketing material to the communications workshop and plan the work schedules accordingly to fit the needs of the focus month. If the job coach estimates that their workshop is unable to increase the amount of production or workload, they must notify the communications workshop and the Head of Unit. If there are no other focus points, the month can be offered to another workshop that wants to increase its sales.

The communications workshop is responsible for producing all the marketing material throughout the year. The communications workshop also manages the updating of Kokkotyö Foundation website, Facebook page and Instagram with the guidance and supervision of the Head of Unit. At all times, there should be 1–2 trainees or paid employees with the main task of producing the foundation's own marketing material and updating the foundation's social media. The weekly time spent on marketing might vary greatly. If there are no specific campaigns or existing materials can be used, the only task left is updating the social media. This should take about an hour or two on one to three days a week. Sometimes a lot of marketing material is needed, and one or more trainees might need the entire working time planning and creating the marketing for the next 1–2 weeks and updating social media. The workshops share their

marketing needs and deliver the materials to the communications workshop at least one month before the start of the campaign or focus month, giving the communications workshop time to estimate its workload and distribute it evenly between weeks and trainees.

When the management decides on the profit target of the communications workshop's profit target, it should remember the role of the communications workshop as a promoter of the entire foundation. The communications workshop cannot take on so many customer orders that the foundation's marketing would be ignored, as this would reflect on the sales of the entire foundation and would negatively affect the foundation's image. For example, a Facebook page which has not been updated for weeks or even months, creates an image of negligence, indifference and, at worst, creates a suspicion of ceased activity.

6.4 Merchandising

The displays of the store change seasonally every 6 to 10 weeks. There are six seasons: "beginning of the year", "spring", "summer", "autumn", "winter" and "Christmas". As the season changes, the store's displays are made completely new: the mannequins outfits are changed, the display furniture is replaced and rearranged. The colour scheme is changed. The display of the windows follows the season and the focus points of the month. During the season, regular daily arrangements will be continued, and tables and windows will be filled (sold products will be replaced). When the focus points change during a season, the customer's attention is drawn to a new product group and the display of one of several windows can be updated. However, the general look and colour scheme of the store is kept the same throughout the season until the new season brings a clearly new and different look. This creates a periodic feeling for the customer that the product range is new and the store is developing. A 6–10-week season gives the customer time to get used to the new arrangements. Changing too often would indicate indecision and disorder. Basic locations of the product groups should be kept roughly the same and, if necessary, moved gradually every season.

Seasonal changes follow naturally the time of the year and the lives of target customers. The "beginning of the year" season is fresh and neat compared to the previous sparkling and plentiful "Christmas" season. However, it should not look too bare or boring. The displays and layout will take into account the Valentine's Day in February and the possible Valentine's Day event or campaign. The "spring" season brings bright colours of fresh nature and the possible events for the Book and the Rose Day or Easter are taken into consideration. Donation and recycling are promoted in the high season of spring cleaning.

“Summer” season is a great time to get creative with the displays and organize different events. The colour scheme is not limited to any specific colours. “Autumn” season brings warm fall colours and encourages people to donate their useless items when doing their autumn cleaning. Mothers are invited to find back-to-school clothes for their children. There are many local events in autumn, especially in September, and the foundation participates in several of them. The “winter” season can have both warm and fresh displays, representing the cosiness of indoors and the cold and icy state outdoors. Winter clothes, snow clearing services and outdoors lanterns and lantern holders are promoted. Christmas lights or decorations are not brought until the “Christmas” season. The “Christmas” season is sparkly and voluminous with lots of the classic Christmas colours: red, green and gold.

7 DEVELOPMENT PLAN FOR DIGITAL MARKETING

Digital marketing is used for brand creation, sales promotion, product visibility, marketing of services, and presentation of a business. There are three types of digital marketing: paid (ads, sponsoring), earned (social media, reputation, forums, news, blog visibility) and owned (own websites, own blogs). (SAS 2017.) The digital marketing of Kokkotyö Foundation includes the foundation's own website, social media (Facebook and Instagram) and search engine optimization. At the moment, it is not profitable or necessary for Kokkotyö Foundation to invest in paid digital marketing because the customer volume they are able to serve with the current capacity is reached locally through traditional marketing, the website and social media.

In addition to public media, the stakeholders reached through digital marketing include customers, trainees, employees and cooperation partners. In the Communications Strategy of Kokkotyö Foundation (2017), media channels and means of communication were listed to be their own websites, Facebook, Instagram, newsletters, branding, graphic profile, general news and recruiting. The goal is to provide information in a responsible and transparent way, as well as to promote marketing.

According to the Communications Strategy (2017), communication is intended to:

- Build and maintain interactive stakeholder relationships
- To create and maintain an image of responsible activity
- Explain why the foundation exists and what kind of values guide it
- Satisfy stakeholders' communication needs, requirements and expectations
- Support the foundation's overall objectives and strategy.

Everything published should follow and support these goals. At present, Kokkotyö Foundation's website needs updating, Facebook presence is confusing and unorganized, and the Instagram account is created but totally empty. Hence, they do not support stakeholder relationships, the image of the foundation, its activities or values, and do not advance the foundation's communicative and strategic goals.

7.1 Distribution of communication responsibility

In the Communications Strategy, the responsibility for media communication was shared between the CEO, the heads of units and the communications workshops. The Communications Strategy and the foundation's graphic guidelines guide all internal and external communication. Heads of Units must create suitable policies for their own teams that follow the lines of the Communications Strategy. They are responsible for updating the website of Kokkotyö Foundation in co-operation with the communications workshop. The communications workshop was given a key position in the production of communication material. The task of the communications workshop is to produce brochures, PowerPoint templates, newsletters and product logos of Kokkotyö Foundation. The communications workshop is also responsible for the real-time production of information with the head of unit's guidance. (Levijoki 2017.)

According to the Communications Strategy of Kokkotyö Foundation, the coaches' communication includes the VAT programme, orientation, feedback and evaluation discussions (once a week), team meetings, M-Files, VIP and INTRA (continuously), social media (continuously) and brochures, events and sales (as needed). Through these, they must communicate about the coaching relationship, their professionalism, their services and department, trainings, network and project news. Social media is a useful channel for marketing their own products, services and workshop. Social media can also be used to publish news about trainings and projects. (Levijoki 2017.)

Job coaches are responsible for their own workshop and its profitability, and therefore for its sales and marketing. Job coaches must work together with the management to update the product range and price level annually. An up-to-date price list is provided to the communications workshop, which produces brochures and updates the foundation's website. Personal coaches and project managers have a similar marketing role in their own position as the job coaches. The main target group for personal coaches is trainees. Pictures of different working opportunities of Kokkotyö Foundation help to encourage and attract new coaches to apply to work at the foundation. Project managers are responsible for marketing their own project together with the communications workshop and the head of unit.

7.2 Website

The website has three target groups: trainees, customers and partners (such as companies, employment offices, the City of Kokkola). The most important role of the website is to clearly present all the information required by different target groups, including the history, purpose and values of Kokkotyö Foundation, as well as all the necessary contact information and opening hours. Campaigns are announced in "News" section, which should appear on the front page so that the customer does not need search long for the information they want to quickly check. The front page should show the foundation's social media updates with links to the accounts. A successful web site markets discreetly. It is not trying to aggressively sell or promote anything, but the activity, products and services are presented in a positive, attractive and confidence inspiring way. The website should be available in Finnish, Swedish and English. At the moment, it is only available in Finnish and Swedish but after the updating process, it will be translated into English as well.

The usefulness of a website can be measured by tracking the number of visitors, the source of visitors (e.g., Google, partners' websites), page views (which pages are the most popular) and the bounce rate (the visitor leaves after seeing only the front page) (Kucheriavy 2017). These should be monitored by the communications workshop and the management, and adjustments and updates to the website should be done accordingly.

7.2.1 Visual aspects

The first impression of the website of Kokkotyö Foundation is visually appealing. The colour scheme is fresh and clear: white, pale green and dark green on backgrounds, black, grey and white texts. However, each page has the same boring headline, and only one image is used. The informative pages do not follow a uniform style of writing; some pages have little text, some of them use cursive, bold and other font styling features, some have a list of bullet points instead of paragraphs of text. This gives a messy, unfinished and incoherent atmosphere.

The new website that is planned to be published on the first of December, will follow the same order of presenting information and Kokkotyö Foundation brand colours are still used on backgrounds, fonts and logos. However, the new website will be visually modern and professional, giving the impression that the foundation is successful and knows what it is doing. The plentiful use of appealing pictures taken at

different workshops and locations of the foundation showcase all that the foundation has to offer for trainees, customers and partners. All the texts are rewritten to follow the same style and length requirements of the text type (for example, all workshop introductions must be 200–300 words).

7.2.2 Functionality

The website is easy to use, but it has flaws. In the menus at the top of the page, the site visitor has to select one of the subheadings to access information. It would be better if clicking on the top menu would open the general page of that section. On the front page there are appealing buttons for "Trainee", "Partner" and "Company" that react to the cursor, but clicking on them has no effect. Apparently, the pages are unfinished, even if the basic ideas are good. The information pages do not offer enough information and they are also boring to read.

After the update, the functionality and paths will be easy-to-use, clear and logical. The visitor will have no trouble navigating on the site and finding what they need. The front page will showcase most recent news and social media posts and direct the three different target groups into their customized paths. The trainee will first have a chance to familiarize with the different contract types possible at Kokkotyö Foundation. After that, they can select the location and workshop they are interested in and read about them. Finally, they either contact someone using given contact information or leave a contact request. The customers will be directed to read about the workshops, their products and services. They will also be invited to visit the foundation's stores and cafés. All presentation pages of workshops, stores and cafés will show their location on a map. Companies and organizations will be given information specially written for partners looking for cooperation or subcontractor.

7.2.3 Image of the foundation

The business idea, values and goals that are presented on the website give a good image of the foundation and its activities. The slogan "Working for Employment" is good and descriptive (Kokkotyö-säätiö 2017c). It is great for the unemployed people in Kokkola, Pietarsaari area and Kaustinen area that there is this type of foundation operation in the area. However, the website's content needs updating, as it is currently not marketing the foundation or supporting the brand enough, as the only efforts towards this

are the brand colours, the logo and the slogan. In today's digital business world, websites must be interesting, full of images and useful content that is visually appealing to read. User-friendliness is an important factor, as people are used to clicking on interesting pictures and headlines to get more information and navigate on the site. (SAS 2017.)

The new website will highlight the foundations brand and values. It will tell stories about the products, but also the people behind the products. The new website will also justify the foundation's importance by giving examples of how the foundation has succeeded to help people and the community. It will support the market positioning goals stated in the marketing strategy. Kokkotyö Foundation wants to be seen as a good, professional and effective part of the community, who develops and leads the industry and operates in a transparent and responsible way. (Kokkotyö-säätiö 2017a.) A good, easily navigated and visually appealing website with up-to-date information about the foundation and its operations will ensure transparency and remove any false beliefs or confusion about the foundation.

7.2.4 Search engine optimization

Simply put, search engine optimization is a way to convince the search engines (e.g. Google) that the website of Kokkotyö Foundation is a useful search result, which should be displayed among the first results for information seekers. Search engines evaluate the usefulness, character and quality of the pages in many different ways. The website should be content-rich, high-quality, easy to navigate (including the mobile version) and updated regularly. Search engines do not recognize images, so it's good to attach clarifying tags to them. Texts and titles should also repeat important keywords. The headline is that part of the page that appears in the search results, so the titles should be carefully selected. (Kucheriavy 2017.)

7.3 Social media

The aim of social media marketing is to publish content that people want to share. To be worth sharing, content must be somehow useful, amusing, relevant, interesting, surprising or education, or a combination of these valuable attributes. Publications getting shared will bring more visibility around social medias, creating more traffic on the Facebook pages, Instagram account and website. (Steimle 2014.) At the moment, Kokkotyö Foundation's social media communication is mainly in Finnish. To respect the

bilingualism of the area, all information and publications should be written in both national languages. As the international operations of the foundation grow, there should also be a Facebook page for “Kokkotyö Foundation International”, publishing content in English for the foundation’s non-Finnish trainees and partners. However, the first priority is to get the social media rolling at least in Finnish.

All publications of Kokkotyö Foundation will be finalized and published at the communications workshop. Coaches take and send pictures to the communications workshop with the text for the post and other needed details. If the publication is tied to a specific date, season or campaign, they must notify the communications workshop about the desired publication date. The material must be delivered to the communications workshop at least one week before the desired publication date. The communications workshop edits the image and text as needed and adds the required graphics in accordance with the graphic guidelines. Coaches make sure while taking a picture that it is visually appealing: the picture is not tilted or unclear, the environment or background is not messy, and lights and colours are clear. The picture should look tidy and interesting and provide the viewer with easy focus points. The image should be taken far enough to make the product or situation easy to perceive. A variety of images (for example, the same product from different directions) can be provided to the communications workshop, from which it chooses the most suitable for its purposes.

The communications workshop organizes and schedules the publications, while maintaining the appropriate variability and continuum and distributing equal attention between the workshops and locations. The job coaches take into account the annual marketing calendar and send material especially prior to their focus month. In addition to this, it is good to provide pictures of different image types around the year so that the communications workshop can create a variety of publications. If the job coach does not provide enough publishing material, the marketing of the workshop might be insufficient, and the products and services of the workshop will not get the visibility and sales promotion needed to reach the target revenues.

7.4 Image types

There are nine different types of images published on Kokkotyö Foundation's website, Facebook pages and Instagram account. Image types are campaign ad, product ad, informative image, article, holiday greeting, vibe shot, product introduction, location, work or person presentation and event greeting. Every image type has its own purpose. The styles of the image types differ slightly from each other, but they

fit seamlessly together. Not all types of images are published on all channels. Channels' posts should vary as evenly as possible between the different image types (for example, not several person presentations in a row). The following pictures are indicative examples, not exact models. All the example pictures are found from Kokkotyö Foundation's Facebook page.

A campaign ad informs about sales or other campaigns. As a rule, a campaign ad does not need a picture. The text, colour scheme and graphics follow the guidelines of Kokkotyö Foundation's graphic design and repeat the same style in different campaigns. When a campaign ad is published, the text of the post will present the campaign, additional information will be provided, and valid dates will be announced. The text of the image is kept short and clear so that the idea is conveyed, and the interest awakens with a quick glance. A product ad gives detailed information about the product or service. A product ad has one or more images and text. The text includes sales channels, contact information for more information and possibly also the price. The overall look and style of a product ad follows the green theme of Kokkotyö Foundation. When publishing a product ad, nothing is written in the text field. All information must be found in the image.

An informative image announces exceptions in opening hours, recruitment, move, or other similar matters of notice. An informative image complies with the graphic guidelines and all the information can be found in the image. The text field of the post can contain the contact information for easy access to the phone number or link. If a newspaper article or an interview is published about Kokkotyö Foundation, a clear image of it will be published without any additional graphics. A short introduction or a brief summary of the main topic and points of the article is written to clarify the subject and to attract interest. The holiday greeting consists of graphics created by the communications workshop without product, location or person images. Holiday greeting is clear and does not contain detailed information. Exceptions to the holiday opening hours are announced in the text field of the publication.

A vibe shot does not advertise or inform. Vibe shots build the brand, look and atmosphere of Kokkotyö Foundation, especially its stores. The vibe shot can be a close-up of a product or other artistic image, for example a coffee cup and a pastry, a candle or a Christmas tree with decorations. There is no need to be informative, but the image should not be too abstract either (the customer does not understand what it even is in the picture). There are no graphics or texts added to the image. Long explanations must be avoided in the post text. Sometimes just a few hashtags might suffice.

A product presentation is something between a vibe shot and a product ad. Unlike the product ad, the product presentation is not intended to sell the product and it does not include the price. The product presentation tells the story of the product and supports the brand. The product, its size and its purpose must be easy to see in the picture. The text field in the publication tells the story of the product, for example, where it is made and which materials are used. There are no graphics or texts in the image of the product presentation.

A location, work or person presentation tells about Kokkotyö Foundation on a more personal level and brings interesting content to the customer. It does not sell or advertise anything. Graphics or text will not be added to the image. The picture is realistic, yet visually pleasing. A location presentation focuses on presenting the space and its functions. There may be people in the picture, for example, customers or employees. The text field of the publication describes the story and purpose of the place. The work or person presentation depicts Kokkotyö Foundation's everyday life and builds the brand. The text of the publication talks to the customers in a relatable and familiar voice. A work or person presentation may also include a product presentation if the image clearly shows a certain product and it is mentioned in the text.

When Kokkotyö Foundation or its representative participates in trade fairs, markets, training or other events, event greetings can be published. Graphics or text will not be added to the image. The text of the post will give you more details about the event or its participants. The purpose is not to advertise the foundation's participation in advance (for that purpose a product ad with graphics, data and possibly pictures should be used). In fact, the event image does not differ much from work or person presentations other than depicting an event that is exceptional, not basic everyday activities. It emphasizes the participation, community and cooperation projects of Kokkotyö Foundation.

7.5 Facebook

The Facebook presence of Kokkotyö Foundation is built on three levels. The first level is the common, general main page of the whole foundation. At the next level there are individual pages for Pietarsaari area, Kaustinen area and Kokoon – Shop & Café. The last level includes projects, pop-ups and other temporary and / or smaller projects. On each Facebook page, there must be a list of links of the other Facebook pages and the website. On all pages, the official logo of Kokkotyö Foundation should be clearly visible.

A good release interval is approximately 1–3 times a week, switching between image types. Each page should publish at least once a week to keep the page active, interesting and useful. If the page publishes more often than every other day, it may appear annoyingly often in the news feed of the followers. In addition, that would create too much work for a customer to find a post or picture from 1–2 weeks ago. Posts without pictures should be avoided. Short ads and notices are formulated onto the green template of the foundation's graphic guidelines. All texts published must be meaningful, grammatically flawless and appropriate to customers and the media.

7.5.1 Kokkotyö Foundation

"Kokkotyö Foundation" page focuses on the operations of the Kokkola unit, giving equal attention to all the workshops (including the store). This page publishes all types of images, except for vibe shots. The communications workshop is responsible for the publication. The most important publications of the Facebook pages of the store, Pietarsaari area and Kaustinen area are shared from the original publisher's page (for example "Kokkotyö Foundation shared Kokoon - Shop & Café's post"). Publications shared on other pages may be significant campaign ads, informative images, articles and event greetings. Product ads, holiday greetings, vibe shots or product, work, person or location presentations are not shared from other pages.

Depending on the discretion of the other pages, the person or place presentations (such as the new head of the unit, the new premises) that are considered to be of particular importance may be distributed to the main page. Each page publishes its own holiday feast itself, even if it uses the same image created with the communication channel. Person or location presentations that are considered to be exceptionally important (such as new head of unit, new premises of a store) can also be shared to the main page from the subpages. Every page publishes their holiday greeting themselves, even if they would use the same image created at the communications workshop.

7.5.2 Kokoon – Shop & Café

The store's own page focuses on stores affairs. This page allows the store manager to publish (with the help of the communications workshop) all types of images if they are related to the store, its employees, products or events. As a rule, no publications are shared from other Facebook pages. Picture taken at the

workshops will only be published if it presents the manufacturing process or maker of a product being sold in the store. The goal of the store page is to have an interaction channel between the store and its customers. When designing publication, various things must be considered, including customers' needs (what information they need, are they being seen and heard), the strategic goals of the foundation and the creation and maintenance of the store's brand. The style of the page differs slightly from the others, since its graphic appearance is less tied to the characteristic light and dark green tones of Kokkotyö Foundation. However, the logo of Kokkotyö Foundation and the green colours must appear in the cover image and images that use graphics.

7.5.3 Kokkotyö Foundation (Pietarsaari) and Kokkotyö Foundation (Kaustinen)

The Facebook page of the Pietarsaari unit publishes all types of images related to the activities of Pietarsaari. In addition, the main publications from Kokkotyö Foundation page are shared. In the lack of content or publishable images, also less important publications from the main page can be shared. Sharing too often should be avoided. If the picture is not tied too tightly to Kokkola's activities (e.g. work or person presentation), it can be saved and published again by Pietarsaari Facebook page. For this purpose, most vibe shots and product presentations are well suited (assuming that the same product is also sold in Pietarsaari). Posts of projects done in Pietarsaari area can be shared as well.

The Facebook page of the Kaustinen unit follows the same instructions as the page of the Pietarsaari Unit. Perho, Toholampi and Veteli do not need their own Facebook pages as they do not have enough regular and diverse content. Their activities can be posted about on the Facebook pages of Kaustinen, Satelliitti ja Kokkotyö Foundation.

7.5.4 Projects

Projects can be created their own Facebook page if seen necessary. For one-time events or pop-ups, it's not practical nor useful to always create a new page. Instead, the project manager can create an event on an existing page. At the end of the project, the page should not be left as such on Facebook, but followers will be directed to follow Kokkotyö Foundation's main page (or possibly the Pietarsaari or Kaustinen page if the project took place in that area). The description of the page is changed to the past tense,

telling what the project was and what was achieved. Outdated and unnecessary pages may be removed after a few months or at the latest one year after the end of the project.

7.6 Instagram

Only one Instagram account is created and its maintained by the communications workshop. The posts from the store, Pietarsaari area and Kaustinen area are also published on the same account. Separation is done by place tags (e.g. “Kokkotyö Foundation, Yrittäjäntie 2” or “Kokoon - Shop & Cafe, Kaarlelankatu 6”) and hashtags. The communications workshop is responsible for the accuracy of the existing placemarks and adding new ones if necessary. Instagram can be updated more often than the Facebook, but not more than one post per day. Instead of photo collages, all pictures should be posted individually or as a slideshow (up to 4 pictures at a time). All the pictures of the slideshow must follow the same style and be related to the same topic.

The Instagram account of Kokkotyö Foundation only publishes vibe shots, event greetings or product, work, or location presentations. Images to be published in Instagram must be visually appealing. Use of the filters is not necessary. Good manual editing features include: Adjust, Brightness, Contrast, Heat, Saturation, Highlights and Shadows. Changes should only be minor adjustments (less than 30 units), while retaining and highlighting, for example, the natural colour of the product. Black-and-white images are not part of Kokkotyö Foundation's style.

The description is kept short (1–2 sentences) or left out completely. In presentations, the deep storytelling is left on Facebook and the description of the Instagram picture is a brief introduction, for example, "The new job coach of the sewing workshop Liisa started yesterday at Kokkotyö Foundation. Read more from the Facebook page of Kokkotyö Foundation!". One to five appropriate hashtags will be added to the pictures and “#kokkotyösäätiö” will be added to the end. The hashtags for the workshops are their official names.

7.7 Implementation process

The following steps will smoothly guide Kokkotyö Foundation from the current situation into the new, planned digital marketing actions in detail. When followed accordingly, there should be no trouble adapting into the new digital marketing routine.

To start with, the development plan is distributed to the coaches for reading and the Heads of Units discuss it with their coaches and answer any questions they may have. The Heads of Units ensure a clear and up-to-date starting point. Incorrect Facebook pages are deleted or edited to match the presented model, Facebook and Instagram login information are given to the responsible people, accuracy of place tags is verified (Google Maps, Facebook, Instagram) and new website is finished and published in the given timeframe. The communications workshop is reorganized to match its new role (See part 7.8). The coaches then begin immediately the delivery of content to the communications workshop, including pictures of different image types with post text suggestion and other information. The coach is actively looking for new content throughout the year, such as a new product or an interesting work task. Content is created specifically for the purpose of the workshops focus month set in the marketing calendar. However, the year-round content creation and collection is not interrupted or limited only to the focus month.

The communications workshop will immediately start managing the Facebook and Instagram presence and Kokkotyö Foundation's website, editing content arriving from coaches, defining and maintaining the upgrading schedule and closely cooperating and interacting with all the coaches. The job coaches communicate about their activities and marketing needs, the personal coaches communicate about coaching programmes and trainees, the project managers communicate about the project and its marketing needs, and the communications workshop communicates about the required content and content types. If required, the communications workshop will send a person with media and photography skills to support the coach to create content at their workshop. The communications workshop focuses on the maintenance of the general Facebook page of Kokkotyö Foundation, but also supports, if necessary, the managing of the other Facebook pages (in particular in content editing and graphics). The people responsible for the second and third level Facebook pages will immediately start collecting content and updating the pages. Together with the job coaches, the heads of units will revise the activities, product ranges and prices of the workshops at least annually and the changes will be taken into account in the marketing of the following year. The job coaches are obliged to provide the head of unit and the communications workshop with an up-to-date product and price list. The website information is updated immediately after changes are decided.

7.8 Reformation of the communications workshop

The purpose and operations of the communications workshop is reconsidered from scratch. New organization is not based on what was done before but on what needs to be done in the future. The communications workshop must take on the new role in the foundation and figure out how it can be fulfilled, taking into account the changing number and level of trainees. The focus is on e-communications (web page, social media, internal communication). The profit target takes into account the value of promoting the other workshops and therefore increasing their sales revenues indirectly. The product groups of customer orders are redefined and narrowed down. There should not be too many requirements for customer orders and own products before marketing and internal communications are working smoothly. Once marketing has achieved some routine and ease, more trainees can be assigned back to the production of customer orders and own products.

Marketing is fragmented into small, clear steps and work tasks are distributed according to the skills, experience and interest of the trainees currently at the communications workshop. A single trainee does not have to understand or handle the whole marketing process. Too big, burdening or stressful responsibility should be avoided. However, everybody will be assigned with a work task that they know how to do or they can learn how to do. Most of the trainees are certainly in the social media themselves and can, for example, take pictures or write short texts for posts. Every trainee needs a meaningful task in either marketing or production of customer orders or own products. Own product range is defined so that there is a demand for each product (sales value ensures the meaningfulness of the task: “someone is willing to pay for what I created, my work matters, I am important”) and each trainee has a work phase or product that they can or can learn to do.

8 CONCLUSIONS

The aim of this thesis work was to form practical marketing guidelines for the management and the coaches. The focus was especially on the digital marketing as it needed the most updating. To give context and reasons for my choices, I first familiarized myself with the foundation in all its locations and analysed their micro and macro environment. I had to draw a line and focus mostly on Kokkola's situation and marketing. In addition, I soon noticed that analysing the whole marketing mix for the foundation would have been too time-consuming, because all ten different workshops in Kokkola have different products, competitors, pricing methods and so on. Figuring out all the 4 or 7 parts of marketing mix would have also been useless work as the job coaches know their workshop and its field well enough. However, the interviews conducted for the analysis of the current state and marketing needs of the workshops gave me enough insight to create a universal marketing strategy and brand. Of course, each workshop and the locations outside Kokkola must adjust their marketing actions to match their operations.

The most important research method used is to get fully integrated into the organization. My internship allowed me to get familiar with each of the workshops in Kokkola and observe their operations. Working with the people and openly listening what they have to say is the best way to understand the organizational environment. As I visited the workshops for the first time, the job coach showed me around, explained how their department works and gave me insights of the foundation and what they think needs to be done. The job coaches were first a bit reserved when I introduced myself and asked for an interview, but I was able to make them feel comfortable and after few questions, each one of them relaxed and voluntarily opened up and shared their thoughts. I was able to let them lead the direction, which turned out to be a good way to get their honest opinion. I think they were happy to have someone care and listen. I hope that they find this analysis and development plan helpful and get some of the improvements they hoped as this thesis presents them to the management in a new way.

The Head of Kokkola Units was busier than I could imagine and in the end, I did not end up spending that much time with her. I worked independently and spend time with the employees and trainees of workshops, especially the ones in the Kokoon – Shop & Café. This helped me integrate and “become one of them” as I gladly helped with merchandizing or took over at the cash register when needed. On some days, I found myself procrastinating and spending the whole day helping in the store when feeling stuck or unmotivated with some part of the thesis. What really helped with my motivation, was to accept

that I some parts can not be done in this short time and I can be flexible with the plan. After all, I made the initial plan before knowing that much about the foundation. Naturally I grew wiser during the process. My time management started more relaxed as I felt like I have a lot of time before Christmas. As I realised I only have 2–3 weeks before I have to give in the final report, I picked up the speed, left all the procrastinating and focused fully on the thesis. Some days, I worked from home or at school to have a more peaceful environment with no distractions of the store as I had no workspace of my own. I am proud of my work and implementation skills as I used the knowledge acquired in my studies. I was happy to notice how many things I remembered and naturally followed even before checking sources to see if I missed something.

The thesis includes everything the Head of Kokkola Units, Sanna-Mari Levijoki, asked. The part about social media has already been distributed and read in the management level as a Finnish, guide-type version. After Levijoki read it, I made some changes according to her notions and added the implementation process steps for an easier start. During the last month of my internship, I will create a model template for the annual marketing calendar with more detailed guidelines and suggestions for marketing in different months. I have already seen good improvement in the store as the coach, employees and trainees are motivated and inspired to keep the new store tidy and welcoming. After I helped with the first change of layout and couple first Facebook posts, they have continued great by themselves. I am pleased to notice that I cannot find anything that would make me think I would have done it differently. I still have one month to help with the implementation of the developments planned in this thesis. I will start by presenting it to the management level and then to the coaches, who can then take the changes to their workshops. I will probably keep helping out in the store and encouraging cooperation between the store and the workshops that produce their own products. One on-going project is still the updating of the website. I will keep working with the team until the website is ready. I will also translate it into English, as asked by Levijoki.

Overall, I believe that I succeeded at making the plan clear, useful and practical to follow even by employees who have no experience of business or marketing. To avoid creating new misunderstandings and confusion, I clearly clarified the responsible people and timelines for all marketing actions. I aimed to justify all my suggestions by basing them on the requests of the management, needs of the workshops and theoretical marketing frameworks. As the foundation did not have any marketing plans made before, this thesis can work as a base for any future developments. I hope that as the first business student who has done an internship or a thesis at Kokkotyö Foundation, I showed how beneficial business students can be for them, especially since there is no one clearly responsible for just marketing or social media

and all the job coaches feel like thinking about money takes up too much time from coaching. To encourage them to offer internship and thesis opportunities to business students, I will write a list of possible work descriptions and thesis topics that continue the work I started and answer the needs of the foundation.

Time will tell, if this thesis will fulfil my wishes of helping also the financial and organizational weaknesses by bringing more customers and more income, and by bringing the management, workshops and coaches together to cooperate in marketing actions throughout the year. The time for change and brand building is ideal. The new store is gaining popularity and people are waiting to see how the new Chief Executive Officer will lead the foundation towards 2020.

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Interview questions for job coaches

September 2017

Topic: Prices

- How is the pricing done?
- What is the pricing based on?
- Who does the pricing?
- How do the prices compare to competitors?
- Should the prices be revised?

Topic: Product categories and profitability

- What products and services do you produce?
- Which ones take the most time/effort/materials?
- Which ones are the most profitable?
- Is the product category too wide or too narrow?

Topic: Number of trainees

- How many trainees do you have now/usually?
- What is the maximal capacity of trainees and work?
- Are there enough customers? / Is there enough work and tasks for all trainees?

Topic: Functionality of the foundation

- How is the cooperation and team spirit inside the foundation?
- What things are not functioning/function too slow?
- What is your biggest challenge at your workshop?
- Does the management listen/understand the situation at your workshop?

Topic: Marketing needs

- Which products/services need more marketing?
- What time of the month/year is the busiest/slowest?