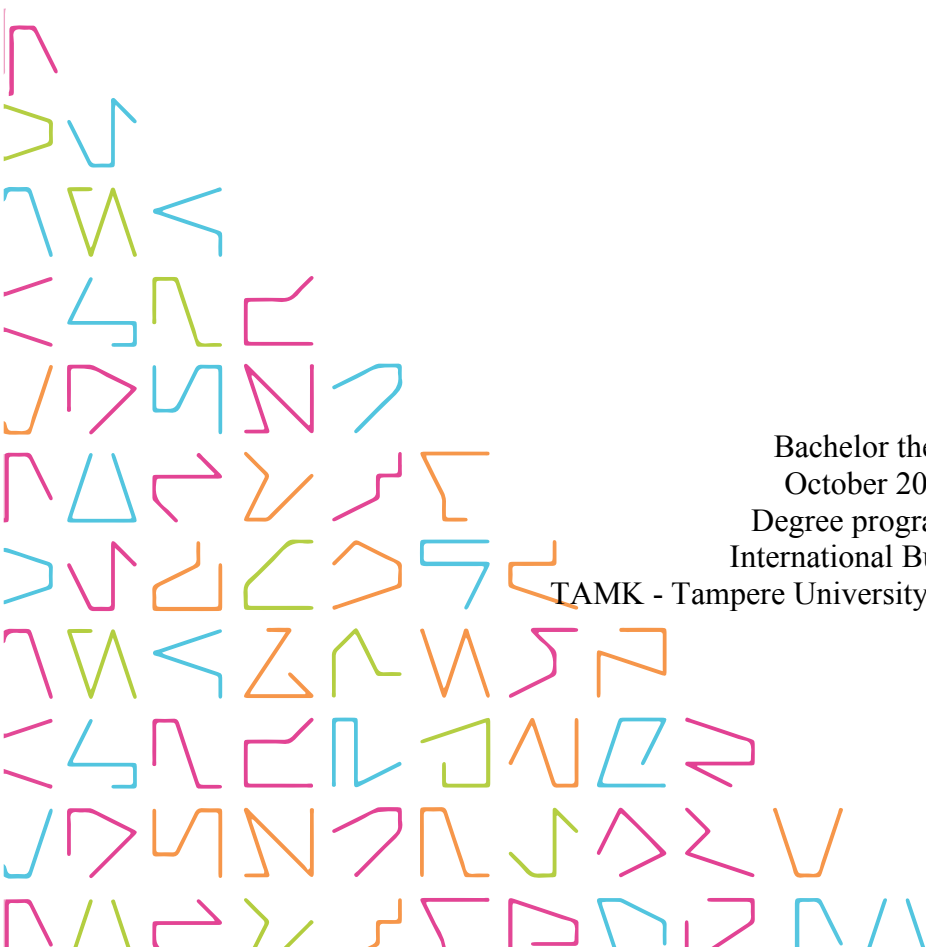


NEW PROMOTIONAL CAMPAIGNS

Marketing campaigns and product ideas
for Pirkanmaan Perheravintolat Oy

Alessandro Zocca

Bachelor thesis
October 2018
Degree program in
International Business
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ABSTRACT

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Marketing promotional campaigns for Pirkanmaan Perheravintolat Oy

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This Bachelor's thesis analyses the company Pirkanmaan Perheravintolat Oy and the success of the worldwide known American fast-food chain McDonald's, worldwide and in Finland. A special focus on the region of the city of Tampere and the products advertised in the franchisee restaurants of the area.

This research wants to point out the market expansion that McDonald's has been able to develop from being just a singular small kiosk in San Bernardino, introducing new products and technologies that changed the way that people eat. Information about the current situation of Pirkanmaan Perheravintolat Oy are examined and differences with its main competitors in Finland are pointed out in an analysis of between them. The objective was to conceive new ideas for some hypothetical periodical marketing campaign and a possible new product that could attract more potential customer to eat at McDonald's instead that in a competitor restaurant.

In order to implement the text with realistic data several secondary resources are used. Such as articles about the company, technical information received from McDonald's Finland, Pirkanmaan Perheravintolat Oy, the interview to a restaurant manager and other fonts like on-site observation. This monitoring done by the researcher himself helps to list a few information regarding the main competitors of McDonald's (like Hesburger) listed in the text in order to understand their marketing strategies, their corporate image and the main differences between them.

The outcome of this thesis gives as a result a better insight view on possible changes in the company's marketing periodical campaigns and processes also proposing a new potential product that could be part of one or more periodical campaigns.

Key words: McDonald's, Fast-food, Pirkanmaan Perheravintolat Oy, Finland

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GLOSSARY or ABBREVIATIONS AND TERMS

Burger King	Case company's competitor
EOTF	Experience of the future
Hesburger	Case company's competitor
McDonald's	Franchisor company
Pirkanmaan Perheravintolat Oy	
Perheravintolat Oy	The case company, franchisee of McDonald's
POS	Point of Sales
ROI	Return on investment
ROA	Return on assets
Subway	Case company's competitor
TAMK	Tampere University of Applied Sciences

1 INTRODUCTION

This Bachelor's thesis examines the fast-food market in the Tampere area and results achieved lead to a possible marketing approach for McDonald's Oy in Finland, especially for the restaurants owned by Timo and Kirsi Myllymäki and their company Pirkanmaan Perheravintolat Oy in the Tampere region. Furthermore, those companies are applying the same kind of marketing strategies for years which could be counterproductive due to the increasing competitiveness of the market. This unchanged strategy leads to a lower margin of growth. To overcome this impasse, Perheravintolat Oy has to do more finicky researches about the target markets and segments and afterwards to change his geo-marketing strategy, instead of installing new billboards around the city.

The good performance of the company does not always translate in good perception of the brand, lately fast-food chains are seen as not healthy mainly because the amount of calories and fat present in one singular hamburger or in the fries. In fact, Finnish people, especially adults, are year after year becoming more aware of what and how they eat which means that they start to choose to eat what is better for their health, instead of just following old habits. McDonald's is of course aware of these trends and its marketing staff is continuously implementing new products in order to keep the fidelity of the customers considering their feedback. A better knowledge of the specific market would help the case company Pirkanmaan Perheravintolat Oy decide which marketing campaign or products, introduced by McDonald's Finland, are to be implemented.

1.1. Purpose of the thesis

Many competitors of the case company, in the Finnish market, are utilizing a lot of different marketing channels to advertise their restaurants. To remain competitive, the case company Perheravintolat Oy wants to find a profitable way, to advertise their business in a different manner. The main idea is to improve the customer experience when they eat at McDonald's, giving them more reasons to come and consume in the restaurants with the golden arches. This thesis want to suggest a few new possible periodical campaigns, which could help the company to gain profits and gain also more customers.

Perheravintolat Oy wants to attract more people to spend their lunch break in their restaurant premises by offering them good food and good deals for the money they spend.

1.2. About the company

The McDonald brothers Richard and Maurice of Irish origins, has started their own business in the food-serving field more than 70 years ago by opening their first restaurant in San Bernardino, in California in 1940. (McDonald's 2018) At the end of the 40's the original owners themselves designed their first McDonald's restaurant differently by the competitor's ones. They revolutionized the way that food was served, there were no need for waiters since there were no dining areas to take care of. The only staff interacting with the customers were at the counter taking orders and delivering food; other staff members were back in the kitchen, operating like on an assembly-line in order to make the work faster and smoother. That's how the real fast-food was born. (McDonald's 2018.)

In 1954 the McDonald brothers started to do business with a sales man from the state of Illinois, Raymond "Ray" Kroc who initially helped the owners. The new partnership opened their first franchise restaurant on the 15th of April 1955 in a suburb of Chicago, but after a while came out that the owners had different goals than their new visionary business partner. In 1961, after several conflict between the two parts, Kroc bought out the McDonald brothers and became the only owner of the company. The name remained the same mainly because the two brothers didn't retain the right to the name of their original restaurant and the franchise already started to grow in other states, especially in the Midwest where Kroc was native. (McDonald's 2018.)

New companies took the McDonald's methods and menus as an example. Many of the other big names in the fast-food industry were years behind when Kroc started to build his empire. Burger King, KFC and Arby's are some of the biggest competitors that McDonald's matched in the late 50's and 60's when these competitors started to grow around the United States.

McDonald's in Finland

Due to its geographical location Finland is known especially for its winter season more than for the summer and the midnight sun. The company itself should offer to its clients, a product that satisfies people's wants and needs. Fortunately for McDonald's, the Nordic country hasn't been a big problem during the expansion process, since they are present and growing in the market since 1984. (McDonald's 2018.)

A significant period of darkness and freezing temperatures are the main natural challenges that people have to tackle at these latitudes. Shopping malls and fast food restaurants like McDonald's became also points of meeting. Especially for teenagers and young adults whom want to spend time with their peers and due to the facts listed above, they need to find a warm place to stay and hang out together. The offer of affordable food increases the popularity of these places. Not to mention that some of these restaurants are open every hour of the day.

Since the entrance in the International market, McDonald's achieved more importance globally maintaining the same values that Ray Kroc conceived when he bought the company in the early 60's. The next step for the company could be an ulterior market expansion thanks to their marketing campaigns and slogans like the "*I'm loving it*", that made McDonald's even more recognizable around the world and produced an ulterior market expansion. Timo and Kirsi Myllymäki are the second biggest entrepreneur/franchisee for McDonald's in Finland. Their objective is the same as Ray Kroc's one: keeping high standards that McDonald's required, and give to the customers, the best experience possible.

1.3. Methodology and data collection

The nature of the research itself is more qualitative than quantitative, since is not actually producing any specific numerical data but it is giving to the reader the possibility to understand the franchisor company approach since its early days in the USA and the franchisee Perheravintolat Oy in the local market. A qualitative research gives by nature more information about the company and the topic itself.

The qualitative type of research is analyzing which are the target segments that the company would like to reach with new marketing campaigns. Utilizing these information from the case company and the local market, it could be possible to understand what could be the best marketing strategy. (Saunders et al. 2009; Daymon et al. 2002.)

Observation on-site by the researcher were used to gain information about the company and more specifically about the actual customers and their habits. These observations were done on the company staff actions during the service between May and August 2018.

This helped the researcher to understand the differences in customer service at McDonald's in comparison to other companies. Another subject of the on-site observation were the different habits within different customer segments and within the same segments but observed in different moment of the day. The results helped to understand what are the most popular products purchased by the customers. The outcome of the on-site observation helped to decide what new ideas could help to attract the customers to whom these marketing campaigns are addressed.

Secondary data like books, e-books, web-articles and the case company own newspaper and website were utilized for the conception of the campaign ideas and more specifically for the theoretical framework and the history of the company itself. On-site observations were also used to understand in a better way the case company operations and the behavior of customers. An interview to one of the restaurant manager was also utilized to get more specific data and general information about the campaigns already present in Perheravintolat Oy's restaurants.

2 THEORETICAL FRAMEWORK

In order to support a project or a marketing plan like this thesis is, it is necessary to provide some theoretical framework to let the reader understand what is the background that supports the whole text.

2.1. Marketing concepts

Marketing is a term given to those activities which occur at the interface between the organization and its customers (Blythe 2008). There are different kinds of marketing processes and they all have features that differ or make them similar between each other. They all start with an analysis of the needs of the potential customer. This leads to all in develop a product or a service which can be appreciate and purchased from the people to whom it is targeted. Every product, before hitting the market is promoted and often the whole marketing campaign is the key to attract the attention of the potential final customers. (Burk Wood 2014.)

Marketing is a cross-cultural subject and any company business around the world knows that some promotion has to be done in order to gain customers and grow as a business. It can be also described as an activity with proactive nature and so it is a discipline that is moving forward, evolving and adapting itself in different situations. (Czinkota & Ronkainen 2010.)

Even if marketing itself can be understood globally, the singular markets are very different between each other. Sometimes even in the same country, some differences in the customer approach are present. The diversification of the type of marketing is very important, when a company wants to present a new product or a campaign. In order to reach a different audience than the usual one, modifications to the marketing processes are vital. These changes could help the growing process of the company and the campaign itself is a success if it broadens the customer portfolio. When the marketing campaign is done for a specific market or segment that it is outside of its usual target market/segment, risks are inevitably higher. Approaching new customer segment, could mean for the company a new achievement in terms of revenues and visibility. (Czinkota & Ronkainen 2010.)

2.2. Description of the Marketing plan

Several authors have written a lot of books about the science of marketing and marketing planning; for this theoretical framework, the opinion of more than one singular author was taken into consideration to get a wider and more complete opinion about it. Planning can be defined as “*a systematic process of forecasting the future business environment and then deciding on the most appropriate goals, objectives and positions for the best exploiting that environment*” (Brassington & Pettit. 2013: 13).

Writing a marketing plan requires a lot of information including the company, the products, the budget available for the plan or for a simple campaign, and obviously information about the market and final customers to whom the whole plan is addressed. A marketing plan can evolve even during the process of writing it, since nowadays the markets are changing and evolving continuously. This quickness can be tricky if the marketer is not responsive enough or if the prediction for a new campaign, or plan, are wrong or even sometimes obsolete for the period of time or the target market/segment. (Blythe 2008.)

Not only in marketing and in its processes, but actually in different fields many entrepreneurs, approaching the opening of their own businesses, are often required to elaborate and write a plan. In a plan it is usually explained what are the goals, the vision of the company, the actual market situation, placement and a lot of other reasons and ideas that the business/entrepreneur has and how they are thinking to achieve that overcoming the obstacles that could come during the process (Burk Wood 2014).

In the Marketing plan the company provide a clarification of the processes that will occur during one or more specific marketing campaigns or in the marketing processes as a whole. The singular steps of the plan need to be presented and explained in order to let the reader understand what will happen in the future of the company. It includes also a clarification of who will take care of a specific part of the process, what kind of budget is needed to support the whole campaign, for whom is the product/service marketed and the whole campaign targeted, how long it will take to complete these steps and finally what will hypothetically be the results of these processes.

In the specific case of this thesis case company, the marketing plan is geographically based, since the franchisee company is operating mostly in the Tampere area and the marketing campaign would be targeted to new potential customers in this area.

As already mentioned, a marketing plan should include also singular periodical campaigns that are planned by the entrepreneur. These periodical campaigns have the main objective of attract new customers and let the old ones come back more often. The promotions need to be scrupulously planned since usually the best way to let people know about these campaigns is by utilizing promotional materials. If the investment in this part of the marketing plan is done cleverly, a lot of money can be saved or actually more incoming money can be made from a successful promotion and so the campaign can end up with a positive result. A positive periodical campaign can be a huge help for a company.

The complexity and the structure of a marketing plan can vary from case to case. These variations can occur when and if a plan needs to be done from scratch for a new company or if an older way of thinking and operating needs just to be refreshed to remain up to date. Marketing plans are concentrating especially on business level, but this factor can varies depending on the field of operation of the company, still these plans are usually a medium-short term plan aiming for short-term results. (Blythe 2008.) In a really competitive market, like the one of food-serving, the marketer should concentrate mainly on the wants and needs of the customers and create new sub-segmentation of the market.

2.3. Phases of the Marketing plan

A Marketing plan needs always to be structured in a chronological way in order to let the reader understand the plan as a whole and what is happening during every single step. The plan should look like a statement, that explain what is going on during a certain period of time. In the list here below, all the steps of the plan are listed and connected between each other and usually structured as it follows:

- **Summary** - The main goals are listed and a quick overview on the whole plan is given to the reader in order to understand what will follow.

- **Analysis of the Situation** - Basically an introduction for the reader on what is the current situation of the market, of the company itself, the competitors and so on in order to give an overview on the macro environment where the company is operating.
- **Marketing strategy** - What are the objectives that the marketing team wants to reach, what is the vision and the mission for the campaign, this part can include data from the human resources, financial or even logistic sector. The marketing mix is assembling the famous 7 P of the Marketing mix which are: Process, Price, Promotion, Place, Product, People, Physical evidence. These 7 P's are at the basics of marketing and needs to be analyzed when doing a marketing plan or even just a marketing campaign plan. When a company is deciding how to launch or modify a product for the target market, these 7 P's are schematically helping the company in following all the steps scheduled and also helping the reader in understanding what is the goal of the campaign. (Blythe 2008.)
- **Financial projection** – it is a forecast of all possible costs and the hypothetical revenue for the company and it includes a Break-even analysis to calculate the gaining before and after the fixed costs are passed.

2.4. Customer analysis

Every organization needs to decide and define what are their final clients, for whom are they actually working for. By doing a good and precise customer analysis, the company can understand what the best ways are to operate in order to satisfy its customers, decide what are and what are not good ways to attract other customer segments or create a new sub-segment too. The Customer analysis unfortunately is not an automatic process that emerges by its own, but it needs the marketer and the company experience and knowledge about the customers in order to understand how to achieve a determinate goal (Hooley et al. 2008).

2.5. Segmentation of the Market

Everybody have different tastes and opinions on things and this is the main reason why there are hundreds of companies making smartphones, cars, shoes and so on, because

until humans will have the option to choose, there will be someone else inventing or modifying something in order to attract or even move people from a segment to another. (Hooley et al. 2008).

The globalization process that is ongoing in these years is still not-mature. Fortunately, people still feel the differences between the markets and in-between the same market segments thanks to the variety of cultures and languages. When a franchise company like McDonald's moved its business to a country like Finland, a simple translation of the company's website from its main business languages which is obviously English, could not be yet enough to reach immediately all the customers wanted in the new market and start to make revenues out of it. As already explained before, a marketing research of the target market is still essential in the international environment, even in a continent like Europe, which is well known by these American companies. In Europe there are more than 30 states with differences, but still the cultures between the members are not too big and emphasized.

The nations of the continent could be still divided in groups regarding their geographical area and other similarities. McDonald's has divided the continent respecting these similarities, in fact some people could prefer different things compared to other people living in a country on the other side of Europe.

The main goal of a business is always to keep clear in the mind of all the partners and in the eyes of the customers, what is the main goal of the products or services offered and to whom these are being made for. The segmentation of the market is present because, where there are dissimilarities in needs and wants, there is a need to divide the market in groups/segments. By segmenting the market, as the picture below illustrate, the risk of cutting out a part of the whole audience of customer is really high, but still, if an entrepreneur doesn't differentiate his/her company and products from the others, the risk of not having a company at all is even bigger. All the people needs to satisfy somehow one or more needs that they have and due to different factors like: the personal income, culture, age, lifestyle, living areas, tastes and so on; these needs will have to be satisfied in a different way. (Hooley et al. 2008.)



Figure 1: Market segmentation. (H. Bhasin, 2018)

Based on the On-site observation and interviews, the segments served by McDonald's is really wide, there's not a segmentation based on incomes but mostly on the age of the customers. Based on the interview with a staff member of the company and on-site observations, the main segments targeted by McDonald's and Pirkanmaan Perheravintolat Oy are: children, teenagers and young adults, families, workers. To keep all these segments satisfied, the company should offer a meal cheap enough to make it affordable and at the same time tasty and desirable enough to attract these customers back again.

2.6. Financial management

Financial management is as important as all the other parts of the marketing plan. In fact, the amount of capital available to invest in any kind of project is the most influencing factor nowadays. Liquidity is vital for any company and so it is for Perheravintolat Oy, also every company want to save capital and the best way to save money is selling more and making more money by doing it. Companies are also used to take loans from banks in order to keep a good level of liquidity always available in order to be able to invest in marketing campaigns for example. A method to analyse and evaluate the financial management for a company is the study the cash flows that the company generates, counting what and how its activities are affecting the present and future cash flow. By calculating and analysing these data, it is possible to get a general idea on what a project, like an investment for a marketing campaign, will most probably give as a result. It is obviously a method that gives estimations so it is possible that it could contain imperfections and errors, which is why usually the actual value of companies, especially big ones, can be found on the basis of its capitalisation in the stock market.

Other two important indicators to measure the profitability of a company are the R.O.I. (*Return On Investment*) which measures the return that the company will have on a made investment; and the second one is the R.O.A. (*Return On Assets*) which calculates the return relative to the assets owned by the company and it is used to compare the company with other businesses. An easy explanation on how to calculate those indicators is:

Table 1: Return on investment and return on assets formulas (Harrison, Walter T. Jr, Horngren, Charles T. 2008)

R.O.I.	Income:Investment
R.O.A.	Operating income:Total average assets

A good way for budgeting for a new investment / marketing campaign is by using the affordability budget which is calculated on the actual capital resources available and not as usually it is done, by just summing the costs and expenses of what concern the marketing campaign processes. By doing this, it is a lot easier especially for medium small companies, to make an investment since the capital is already in the hands of the entrepreneur and not additional debt is needed. Afterward, it is possible to calculate the number of customers gained in a certain period of time and it is possible to see the result in sales and number of customers linked to the new periodical campaign, just using a comparison within the same period of the previous year. (Harrison et al. 2008.)

3 MARKETING RESEARCH

The Marketing research gives a really important answer to the consumers reply to the product/service offered. If the consumers feedback is positive, the company should keep the same strategy. In the opposite situation, when the consumers respond is lower than expected or negative, the company should revise and modify their business plan or business approach to that specific market. (Blythe 2008.)

Strategic planning

In order to be as efficient as possible, a strategic plan is usually the way to write down a schedule that can help in organizing the priorities of the company and also visualizing the decisions making process (Ghauri et al. 2005). An initial analysis of the current situation of the company, of the market where the company is operating, the competitors, internal & external environment is done in a marketing plan in order to understand where to start. If a company aim to a grow in sales, the marketing strategy has to aim to do that, if instead the goal is to increase the profits from its own sales, the company should pay more attention to the margin of profit on the products offered to its customers. The next move to do consist into execute what it was written/planned beforehand in the strategy, transforming this into some more practical operations remembering that each phase of the plan should support the company's main target. In fact the analysis of the target market must be done at the beginning, in order to determine what content of the marketing plan and what kind of marketing strategy should the company follow. The second phase is the strategic plan execution, which starts right after the initial analysis; applying the theoretical framework to the "real life" case. Finally comes the phase of an evaluation or assessment, where the aim is to analyze and review the data of the performance obtained and check if the expectations has been met. (Hooley et al. 2008.)

4 HISTORY OF THE COMPANY

The McDonald brothers Maurice and Richard started their own journey in the food serving industry as a fast food kiosk than evolved to a restaurant in 1940 in San Bernardino, California when the name of the restaurant was McDonald's Bar-B-Q and were the company's restaurant sign said: "*McDonald's famous hamburgers, buy 'em by the bag*" emphasizing the type of food and service that they were offering to their customers. After the war and especially in the 50's all the markets in the US was on the rising, while Europe was still in a rebuilding mode due to the conflicts and exactly in that periods, a lot of people all around the States started to invest money and energies in new type of businesses like the McDonald brothers did. After a couple of years in the business the owner came out with a revolutionary idea to optimize and speed up all the processes that happened inside the restaurant, with the aim to be able to offer to the customers the best and the fastest service possible. (McDonald's 2018.)



Figure 2: Museum McDonald's Store N.1 in Des Plaines, Illinois. (McDonald's 2018)

The McDonald's restaurant, as every other restaurant in the business was in need for some machinery for their kitchen and they were about to buy several milkshake mixers from a salesman named Raymond "Ray" Kroc, who was working for a company in the mixers industry named Prince Castle. A lot of the facts about the company are written in books

and on several websites but in order to get to know what really happened when this business giant was still in its early days, a biographical movie named “*The founder*” directed by J.L. Hancock, come out in theatres on December 2016. Raymond Kroc went himself from the Midwest of the United States until California to deliver those multi-mixers that the McDonalds ordered. Kroc, after he saw how people were working in that restaurant and how fast the food was coming out from the counter, got in love with the method that the brothers were using in their small restaurant in San Bernardino and wanted to become part of it. (McDonald’s 2018.) The movie keeps explaining what happened and how Kroc was able to initially help the McDonald brothers to expand by founding in 1955 the McDonald’s System Inc. and also it shows how afterwards, he was able to cut the two brothers out of the company leaving to them just their original restaurant and starting alone is empire in the USA and later all over the world. Ray Kroc was a really precise entrepreneur when it comes to McDonald’s. He wanted to keep high standards in the whole process and since before buying out Maurice and Richard McDonald, he demanded from all the staff members to follow strict rules in order to give to the customer not only a good service but the best impression ever. (McDonalds 2018.)

4.1. The McDonald’s way of thinking

Ray Kroc’s philosophy for his company was based on a three-legged stool Business model formed by: the McDonald’s franchisees, the suppliers and the employees. Kroc affirmed that these three legs have to be strong to support each other and form the McDonald’s foundations. He also said: “*If I had a brick for every time I’ve repeated the phrase Quality, Service, Cleanliness and Value, I think I’d probably be able to bridge the Atlantic Ocean with them.*” (Ray Kroc, McDonald’s). These principles listed by Kroc were required to be followed by all the three legs of the stool, especially the franchisees and the staff in order to follow the system to perfection. This perfection also meant that all the raw ingredients, that still nowadays form every meal available at McDonald’s, were tested and perfected in order to reach the requirements that the company had already at that time, all the ingredients were supposed to look and taste the same from the east to the west coast, from Alaska to Florida in all the restaurant, the costumers were receiving the same type of hamburgers and so on, with the same good customer experience that they were receiving from the early days in San Bernardino.

In order to improve not only the customer experience but also the food served at his restaurants, Ray Kroc launched in 1961 the Hamburger University situated in the suburbs of Chicago in the state of Illinois, where the franchisees received their training about how to run and obviously about the methods utilized at McDonald's. In the Hamburger University the future employees were and still are receiving a training about the company's restaurants management, this means that not only normal employees, but the school was intended to be for the future managers, and franchise owners in order to let them fully understand the method's and philosophy of McDonald's.

Nowadays, since McDonald's is the biggest fast-food chain in the world, the Hamburger University evolved, and campuses can be found not only in America but also in Munich, London, Sao Paulo, Shanghai, and Tokyo, a new campus is expected to be situated in Moscow, Russia; this placement of the campuses started in order to be present not only with the restaurants but with technical and managerial support in some of the company's most important markets. As it happens in most universities around the planet, even the Hamburger University of McDonald's has an admission selecting process and it is quite difficult to be able to get in, since the admission rate of the campus of Shanghai is around 1%, when one of the most prestigious universities like Harvard has a rate of just a bit under 6%. The name Hamburger University obviously keeps its students in good mood trying to keep the nice atmosphere that represent the whole company, but still the opportunity given to those who were able to pass is still considered a privilege. (McDonald's 2018.) McDonald's is the biggest fast-food chain in the world, counting more than 37.000 restaurants and being present in 122 different countries. By being grown this much, it is obvious that several outlets have to be present in other countries instead of just in America, in fact less than 14.300 of the company's restaurants are on the US soil. A lot more restaurants are dislocated all around the world; some of the countries where the fast-food colossus is present, can count more than a thousand of McDonald's restaurants. (McDonald's 2018.)

4.2. McDonald's in Finland

The nation where the golden arches company is present with a large number of locations are for example: Germany, the United Kingdom and Canada while in Japan and China there are respectively more than 2.900 and 2.300 restaurants. Regarding the company expansion, the first McDonald's that open outside of the USA, was in British Columbia,

Canada in 1967; the first European country that have been “colonized” by the fast-food colossus has been Holland, in 1971. (McDonald’s 2018.)

Finland was the 14th European country where McDonald’s in its international expansion arrived, as a matter of fact before the company focused more on bigger markets like France, Germany, Sweden and similar countries. It is understandable, multinational companies are aiming to expand to increase their visibility and obviously revenues in different markets and as it normally happens the first markets that are looked are where the possibility are much bigger. Finland at the time was an even smaller market for McDonald’s than it is now, still the first restaurant opened in 1984, in the third biggest city of the country, which is Tampere and the location became historical since it was on the city’s main street, Hämeenkatu 17, and it stayed there for more than 30 years until the end of 2016 when the restaurant closed. Since the company came, even the small Finnish market started to run and grow and nowadays in Finland there are 65 restaurants and it can be said that the golden arches are spread all over the country territory (McDonalds 2018).

The city of Tampere has a population of about 229.000 inhabitants and five McDonald’s restaurants in its urban area. In comparison an Italian city with a similar amount of inhabitants, like Verona (257.000 inhabitants) has less restaurants than the Finnish one. In Sweden, a similar size city like Malmö (316.000 inhabitants) has almost ten restaurants in its urban area. This means that in some cultures the fast-food industry is more appreciated than in others or the culture of some countries is more slow-food oriented than fast-food. Pirkanmaan Perheravintolat Oy was born in 2002 as a limited liability company operating in the food and beverage industry, from which Timo and his wife Kirsi Myllymäki took over the scene of McDonald’s in the Tampere area and more; with the aim of engage a business operating in the restaurant and cafeteria fields (Kauppalehti 12.2016).



Figure 3: Location of McDonald's restaurants in Tampere. (McDonald's 2018)

Tampere being the third biggest city of Finland gains a position when talking about the number of McDonald's restaurants present in the city region being second only to the capital Helsinki which is about two times bigger in terms of population.

The company works even in Finland as a franchising which can be explained as a collaboration formula between two or more entrepreneurs, ideal for people that want to start a business without starting the whole thing from scratch. By doing that, an entrepreneur can affiliate his/her business with a bigger and already established company that give to the "new" entrepreneur the possibility to utilize its brand logo and sell its products, and also assistance and training, in exchange for just the respecting of the rules and quality standards decided by the franchisor company. (Brassington & Pettit 2013.) Timo and Kirsi Myllymäki are the entrepreneurs owning all the McDonald's restaurant present in the Tampere area and they also are present in other locations like Turku, Pori, Rauma and Raisio. The couple is the second biggest franchisee for McDonald's in Finland, counting at the moment nine restaurants and employing about 400 employees each year. Since their company works as a franchisee of McDonald's, people in general recognize it as part of the multinational company but for the Finnish government the Myllymäki's business operates under the name of Perheravintolat Oy. (MillHill News 2018.)

5 MCDONALD'S: THE BRAND, THE LOGO AND PAY-OFF

Every company starting to do any kind of business needs to do some marketing in order to get the world know that they are doing / offering something. Usually the marketing processes are meticulously analysed in the business plan and for many reasons these processes could be modified several times during the life span of the company itself. This in order to boost the sales or perhaps just to keep up with a market that is evolving all the time. (Blythe 2008.)

5.1. Initial approach

When a good or a service is still new, every individual does feel a mix of sensations about it; at the same time excitement for the novelty and also a bit of fear because it is an unknown thing. These two feelings can be felt for both the customers but also the entrepreneur himself.

McDonald's came to Finland in 1984. The company came here to stay and after 34 years it can be said that their market and marketing approach went well. A positive outcome is what McDonald's was able to achieve in Finland, considering that from just one restaurant in the city of Tampere, the company was able to expand all over the country gaining the trust and acknowledge of its customers all around Finland and showing the franchise presence in all the biggest cities. Being a worldwide success, the company is utilizing the charm and power that their logo has as main marketing way, as a matter of fact the golden arches of McDonald's are in the top twenty of the most recognizable signs and logos from all around the globe.

The logo of the company changed during the years several times: the first one, when the company's owners were still the McDonald brothers Maurice and Richard the logo utilized for advertise the company was named Speedee. As a mascot of the company Speedee was actually a sort of cartoon-like cook with a hamburger shaped head which remained the main logo of McDonald's until 1960 when the golden arches came to replace it. The two golden arches were already present before that date, in fact basically all the restaurants were shaped with the same design, square or rectangular shape with a slightly inclined roof and one big yellow/gold arch on each left and right side.

The shape of the building was forming an “M” when people going to the restaurant were driving and so approaching it from one of the sides and seeing the restaurant’s building from an oblique angle; that is basically how the worldwide famous logo was born (McDonald’s 2018).

5.2. The famous pay-off

It is understandable that, even if the “M logo” is still in the top ten of the most famous logos, this could not be enough for marketing the company. As a matter of fact McDonald’s in 2003 introduced a slogan that is matching the golden arches and that has the goal of letting people remember it even more than it was already before (McDonald’s 2003).

Many companies have their own slogan, one of the most famous could be for example the Nike’s: “*Just do it*”, Coca-Cola’s: *Taste the feeling*, Ford-automotive: “*Built tough*”, and of course even the “*I’m lovin’ it*” campaign slogan started by McDonald’s fifteen years ago. The slogan is still present as part of the main logo of the company and it has been translated in more than 10 different languages in order to be even more catchy in those countries where English is not used that much like Russia, South-Korea, Japan, France or Germany. (McDonald’s 2018.) Not only using a catchy slogan and using the word “love” in it, the customers of the company will remember the company name, but also other people, will somehow remember the slogan and connect it to the company. It can also happen that people who haven’t eat there yet, could feel a bit left out from the group of people that have already enjoyed McDonald’s products and experienced this “love” given to its customers. The “*I’m lovin’ it*” campaign it is present also in Finland and as already mentioned above, the translation of the slogan from English to the local language does not applied for the Nordic country. It is still a strong slogan in the local market, mainly because the company is trying to show to the audience, how much family oriented it is. (McDonalds 2003.) In those countries where the gastronomic culture is not so complex, like the whole Nordics, utilizing a foreign language like English is not actually an obstacle that could represent a problem when trying to reach the target customers.

6 MCDONALD'S MARKETING IN FINLAND

It can happen that the marketer is required to write a marketing plan or idealise a campaign in a small-time frame, which is usually difficult due to the information mentioned above, that need to be collected and analysed in order to give to the final reader the opportunity to understand completely what and how this marketing plan will lead the company to achieve its final aim.

In order to avoid misunderstandings between the marketer and the company, the marketer has to write down a document which include all the steps that will lead the company to its target but keeping the text short in every chapter, touching just factors and issues that are important for the final scope, understanding that the plan has to be easy to read and concise. (Hooley et al. 2008.)

6.1. Objectives

Pirkanmaan Perheravintolat Oy, as already mentioned in the History of the company chapter, is the second biggest franchisee for McDonald's in Finland, still the company wants to get better and bigger every year. V.P., a restaurant manager of Perheravintolat Oy explained that the company wants to keep the growing process around a +10% per year; a positive factor is that during these years this target was reached (V.P., interview, 2018). In order to achieve that grow in sales and in size, the customer service has to be top-notch and obviously by keeping high standards in the food preparation and giving the best experience to the final customer (MillHill News 2018).

The new city-tram rails goes on two of the main streets of Tampere, which are respectively Hämeenkatu and Sammonkatu; on these two roads there are two of the most active restaurants of Perheravintolat Oy, respectively the Jäähovi McDonald's and the Hämeenkatu 5 McDonald's. Both restaurants are serving food 24/7, but they are still seeing a decreasing in sales due to the construction-works and a solution to this problem needs to be found since the tram railways will be ready just in 2020. (MillHill News 2018.) Another objective is to raise even more the sales during the summer months when many events are taking place in Tampere, like music concerts, the beer and the chili festival and sport-events (MillHill News 2018).

6.2. Franchisor's situation analysis

In the recent years McDonald's revenues decreased quite a lot since it was at around \$28.1 billion in 2013 and it fell to \$22.8 billion four years after, in 2017. Still the golden arches are anyway one of the most well-known company around the world and some dark years won't slow down a colossus like McDonald's, as a matter of facts, in these four years the company opened about 2.700 new restaurants, rising even more than 37.000 restaurants. (McDonald's 2018.)

The chart below shows that during the years, the number of restaurants franchised to companies like Perheravintolat Oy raised while obviously the ones owned directly from the company decreased from a 19.1% to a 8.4% and also as a direct effect to this reduction, the amount of employees working directly for McDonald's dropped. (D. Loesche. Statista. 2018.)

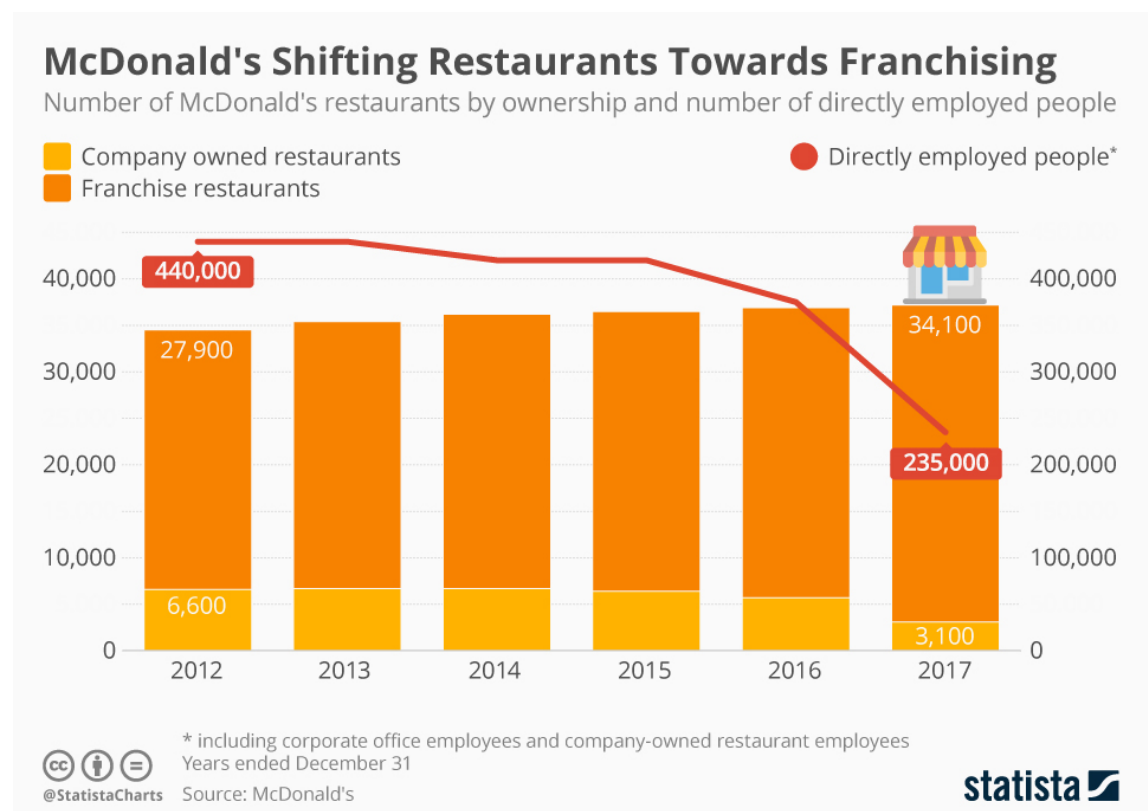


Figure 4: McDonald's-restaurants-and-employees 2018, (Statista 2018)

6.3. Franchisee internal analysis

The growth in sales, in revenue and obviously in profit are the main targets for Perheravintolat Oy, especially since the 2017 has been a really profitable year for McDonald's

in Finland as a whole and especially profitable for the franchisee operating in Tampere, Rauma, Pori and Turku where the increase in sales has been of 15,5% more than the previous year, 2016, against the lower 10,6% of the all Finnish market. Some of the restaurants growth has been a lot over +20% which is an encouraging number for every kind of company nowadays. For Perheravintolat Oy 2017 ended to be a good year: the company saw a growth in sales and it is understandable that the aim for the New Year and the years to come is to keep this growing process. (MillHill News 2018.)

McDonald's is operating around the globe with the help of franchisee entrepreneurs like Timo Myllymäki. But some areas of the world are still differentiating from others in some features and offers.

McDonald's Finland could be defined as a subsidiary of McDonald's Sweden, mainly because at McDonald's Sweden is the head for the franchisor in the Nordic countries (V.P., interview, 2018). Compared to its neighbours: Finland, Norway and Denmark, the Swedish market is doubling the amount of population and so the number of potential customers is obviously different. McDonald's Sweden is also deciding together with its neighbour filial what modification can be done to the list of products present in their restaurants around the Nordics. This means that the hamburgers that the customers are able to buy from one of the Pirkanmaan Perheravintolat Oy's restaurants, beside the ones that the contract with the McDonald's headquarters suggest in the franchising deal, are almost completely the same as the one that they could find not only in other restaurants around Finland, but also in Norway, Sweden and Denmark. Perheravintolat Oy, as explained, is the second biggest franchisee for McDonald's in Finland and in 2017 the whole company sales were growing letting the company reach the top in the organization list of best restaurants. This list is just classifying all the restaurants with the golden arches logo present in Finland regardless of the different franchisee to which they belong so in a way the data are shared with other franchisee all around the country. Five of the restaurants owned by Timo Myllymäki (Pori, Lielähti, Raisio, Turku and Tampere Kaukajärvi) reached the first positions of the chart with a grow between 20,87% and 26,82%. All these positive results are thanks to the good service offered and successful marketing campaigns. (MillHill News 2018.)

Table 2: Top-7 restaurants grow in sales of McDonald's Finland (MillHill News 2018)

1	<i>Pori Koivula</i>	26,82 %
2	<i>Tampere Lielahiti</i>	26,45 %
3	<i>Raisio</i>	25,31 %
4	<i>Turku Satashell</i>	21,93 %
5	<i>Tampere Kaukajärvi</i>	20,87 %
6	<i>Kerava</i>	17,34 %
7	<i>Jyväskylä Tourula</i>	16,14 %

The promotion made by Perheravintolat Oy in 2017 is obviously part of this positive outcome; the company ended up by being at the top of the list with five restaurants occupying the Top-5 positions in the national ranking of McDonald's restaurants. Keeping the restaurant offer in these markets similar is a way to attract customers that have a specific cultural background. An example of this regional products could be the presence of a rye-bread option, which is well consumed in the Nordic countries, beside of the normal standard buns/hamburgers offered by McDonald's worldwide.

One of the "innovation" that Perheravintolat Oy was able to experiment in between the barriers given by McDonald's Sweden, has been the McVegan campaign addressed to those customers that do not eat meat or dairy products. The choice had enough success to become part of the current burger list offered not only in the restaurants owned by Myllymäki, but all around the country and also this new burger has been mentioned by international press too. A second burger that has to be mentioned, or actually just a modification of the already well known Double-cheeseburger has also its roots in Tampere's McDonald's: the Triple cheeseburger of Triplajuusto. This periodical burger is basically a Double-cheeseburger with an additional slice of cheddar cheese and three juicy meat patties instead of just two. (MillHill News 2018.)

Since the last year was financially positive for the company, and also thanks to some good periodical campaigns, it can be said that Perheravintolat Oy is operating well and just some adjustments to some of its campaigns should be done in order to try stay innovative in marketing manners and keep the positivity of 2017, flowing not only in 2018 but during the following years too.

Pirkanmaan Perheravintolat Oy has different relationships with different organisations and it is somehow present in different events around Tampere. One of the most relevant could be the Blockfest which consist in a two days concert festival, usually taking place in the Ratina stadium in August. During Blockfest, several local and international artists comes to sing and exhibit and it could be recognized as the most successful event for teenagers and young adults. The possible collaboration between Perheravintolat Oy and the festival is an exchange of marketing billboards between the company and the event, in order to promote each-others.

The second big event that is taking at the beginning of the month of August is the International Delfin-Basket which is a basketball summer tournament where about 100 teams from 32 different official basketball clubs are coming to play against each other and sometimes even some international teams are participating. The tournament is also open to those people that are not coming to play for an official team in a club, in fact an amatorial league is organised during the event for those who want to play with friends during this three days event. (Delfin Basketball 2018.) The Delfin basket is the biggest basketball event in Finland and it has always been a good opportunity for McDonald's in terms of sales, it is already several years that Perheravintolat Oy is applying discounts to the tournament participants and part of this marketing plan is addressed to them, in order to modify what the company has proposed until now during this period (MillHill News 2018).

6.4. External analysis & competitors

Not being a monopoly, the Finnish fast-food market is full of competitors of McDonald's such as the franchise company originally from Miami, Florida: Burger King which has been a competitor of the golden arches company since the second half of the last century in the US and also internationally. Burger King is the second biggest name of American fast-food chains and it came to Finland even before McDonald's, in 1980, but left the country just 4 years later due to lack of profitability. Curiously the first McDonald's in Finland opened in the same place where Burger King was operating before: the Commerce-house on the Hämeenkatu in Tampere. In 2013 the company came back to Finland and nowadays there are about 40 restaurants around Finland, 3 in the Tampere region (Burger King 2018).

The biggest competitor for McDonald's is however another fast-food company, originated in Finland: Hesburger, owned by its parent company Burger-In Oy.

The story of the Finnish company is similar to the one of McDonald's in America: a couple Heikki and Kirsti Salmela established their own grill in the 60's in Naantali, close to the city of Turku in western Finland. Afterwards during the 70's and 80's, the fast-food phenomenon started to grow in the country and Hesburger expanded from Turku to all over Finland, counting now almost 269 restaurants and being present in other 9 countries other than Finland. (Hesburger 2018.)

In the Tampere area, Hesburger is present with almost twenty different locations, one of those just opened with the inauguration of the new shopping mall Ratina, that is located in the hearth of the city. The company also owns an hotel in the city of Turku, which is called *Hesehotelli* and as it can be imagined, is featured with and Hesburger restaurant on its main floor and in some location the company is offering a car-wash service: *Hesepesu*. The company from Turku employs about 5.000 people in its Finnish locations and on the last year, 2017, the chain saw a sales turnover of 218 million Euro and 86 million outside of its home country. (Hesburger 2018.) Hesburger is dominating in the local market a lot more than McDonald's is not only because is outnumbering the competitor company, but also because being seen from Finns as a "local" company, most people feel it more as a more patriotic company. To consume their food in a Finnish restaurant instead than doing it in another foreign one as the American franchisors McDonald's and Burger King are Finns could have the feeling of supporting more their local market and entrepreneurs.

This McDonald's competitor is also boosting its corporate image in the eyes of the customers and society in general, by listing in its website all environmentally friendly operations done, in order to look more sustainable and show its green side to the customer.

Hesburger, in order to compete with the new product of McDonald's Finland, the McVegan, is also offering different vegetarian and vegan options too. The offer from the fast-food restaurant-chain from Turku is wider than the McDonald's one, in this niche segment. The company is in fact offering vegetarian patties not only with buns and tortilla bread, but also on a salad and other products like deep-fried soya sticks to replace the chicken nuggets, not consumed by vegan and vegetarian customers (Hesburger 2018).

Hesburger has Finnish suppliers, which means that the prices could be higher than the one from McDonald's for a similar item. In table three here below some of the comparable products are listed in order to understand the differences in the strategies of the pricing

process taken by the two companies. For the smallest burgers like the Cheeseburger, the Hamburger and the Double Cheeseburger, the differences in prices are relevant: Hesburger's prices for these items the double compared to McDonald's. Prices are similar for the best seller burgers like the Kerroshampurilainen and Big-Mac or the Kanahampurilainen and its counterpart the McChicken, but again the differences are evident for bigger burgers like the Double Quarter Pounder and the Megahampurilainen or in the vegetarian burgers options.

Table 3: Case company's and Hesburger's prices to the final consumer, (Hesburger, McDonald's)

BURGERS	Ham- burger	Cheese- burger	Double Cheese- burger	Big- Mac or Kerros	Double Q.P. or Mega	McChicken or Kana	McVegan or Kau- rahärkäpapu
<i>McDonald's</i>	1€	1€	2€	4,95€	5,95€	4,95€	3€
<i>Hesburger</i>	2€	2,60€	4,90€	4,90€	6,90€	4,90€	4,60€

Another difference between pricing can be found in a niche market that both companies are covering; the one of gluten-free products. While Hesburger is offering a gluten-free hamburger as a specific product on the list, with a price tag of 4,60€, McDonald's is operating in a different way, offering a gluten-free version of all the burgers on the list, with no increasing in price.

The corporate image of Hesburger wants the stakeholder to have a specific perception of the company, which is seen as an American type of fast-food, but with a really important detail to differentiate from the others which is the offering of products "Made in Finland". To keep the idea of the fast-food from the other side of the Atlantic ocean, Hesburger adopts in its logo and branding material two stars and three different colours: red, blue and white (that are nonetheless the colours and symbols present on the flag of the U.S.A.).

On its packages, Hesburger is advertising the company in a way a bit different compared to the one of McDonald's. The company with the golden arches is using a cardboard

package for about 70% of its hamburgers while the rest, like the cheeseburger or the double-cheeseburger are packed in paper before they reach the cashier. On both these two packaging solutions, the cardboard box and the paper, McDonald's advertises itself usually with a small company logo and with the name of the burger contained, written in capital letters on the top. Hesburger is operating in a different way: the burgers offered are all packed in paper, the only difference between these burgers packaging is the colour of the branding printed on it. This method is most probably done to help the cashier to understand what kind of burger is present inside and it also could be a way to save some costs. The branding done by Hesburger on the packaging is a lot more generic: the name of the company is repeated all over the paper and the main colours are still the same as the restaurant logo (red, blue and white); for some burgers the name is written in brown, grey, green. On the soft-drinks cups and on the fries paper the company uses different colours and it advertises itself in several languages writing the names of their products, like their bestseller which is the Kerroshampurilainen. In the figure 5 below it is demonstrate what already explained in the history of the company chapter, that McDonald's is the leading brand in the fast-food field. In second position is Starbucks which is operating in a more niche market than the one of McDonald's, but it is influencing as external factor the case company. In Finland, the consumption of coffee is one of the highest of the all world and so McDonald's have to offer a range of products to stay alive in that sector too. (Statista 2018.)

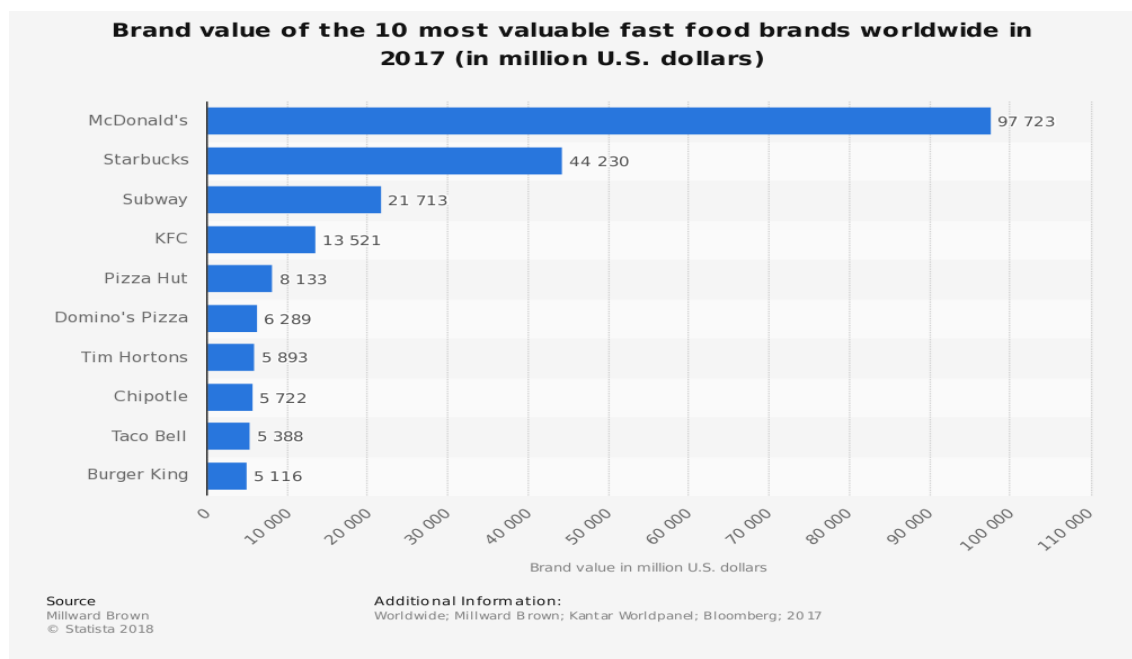


Figure 5: Top ten most valuable fast-food chains, (Statista 2017)

External factors are often influencing the market and an example is the challenge that McDonald's has in a country appreciating local businesses like Finland is. The franchisee Perheravintolat Oy is 100% Finnish, still it is difficult for the final consumer to know that they are still helping a local business when eating in one of Myllymäki's restaurants.

Supermarkets companies in Finland like LIDL are investing capitals in Finnish businesses, helping local enterprises and Finnish economy to stay healthy and stable. They are also advertising on television ads and POS (Point of Sales) material, the idea of the local provenience of products and items. (Lidl 2018.)

When people are spending their money in a Finnish business, they are helping their locals and their economy to stay healthy and more stable. McDonald's in Finland should let know the final customer that even if the brand comes from the USA, it is a Finnish franchisee behind it; and consumers are still helping a Finnish company to grow. A marketing operation that somehow would let people know that there's Perheravintolat Oy behind the golden arches logo could be a way to let the final consumer be aware of these details.

Most companies around Finland operating in the food industry, are utilising the "*Made in Finland*" slogan to help themselves in marketing. A good example to this attention to details could be the German supermarket giant LIDL, that came to Finland years ago, but still it could be seen as a foreigner company coming to undermine the bipolarity formed by the Kesko Group and S-Ryhmä which are both Finnish.

At the moment even those two Finnish companies are also starting to do marketing by letting the customer know that their products are, in different percentage, from Finland.

LIDL in order to avoid this sort of "discrimination" started to let its customers, and the potential new ones, know that at least a 50% of the product offered are from local producers and most of the rest are still from the European Union. This competition trend could be utilised by McDonald's Finland too, since other franchisee around Europe are using this "local supplier" strategy to market themselves; but one big obstacle for Pirkanmaan Perheravintolat Oy could be the fact that part of its raw materials are not from Finland and a marketing campaign like that could result in a double-edged blade, especially since the main rival Hesburger is utilising a lot more Finnish raw materials in its operations.

A positive fact is that by not having suppliers only from Finland, not all the products are high in price but more competitive raw materials are purchased from abroad. McDonald's Finland can offer to its final consumers a better value for money since some of the products in the list are a lot cheaper than the respective products offered by the competition. An high level of quality and several controls over the raw materials are done, since the imported products, like the beef from Poland and the Chicken products from Denmark are both produced in Europe. Food products in Europe have to respect certain hygiene standards and quality but still can be found at a lower price than the Finnish ones.

The following table shows a comparison of the biggest competitors of McDonald's in Finland and of Perheravintolat Oy in the Tampere region. It is also visible how different these companies are in terms of number of restaurants. It can be seen that there are a lot more competitor's restaurants in Tampere than McDonald's; the only competitor with less premises than the company with the golden arches is Burger King with just two restaurants or three if counting the one of located in Lempäälä, just outside Tampere.

Table 4: Case company's main competitors, (Hesburger 2018; Statista 2018)

	N. restaurant in Tampere	N. restaurant in Finland	N. restaurant in Europe	N. restaurant worldwide
<i>McDonald's</i>	5	65	7.547	37.241
<i>Hesburger</i>	17	269	426	464
<i>Burger King</i>	2	45	Over 2.740	16.767
<i>Subway</i>	12	190	5373	Over 43.770

6.5. SWOT analysis

By analysing the company, a list of Strengths, Weaknesses, Opportunities and Threats can be found and a SWOT analysis can be done to explain in a schematic way where the company has still room for improvement; in the figure below the case company SWOT analysis is presented and afterwards described to let the reader understand each point. (Blythe 2008.)

Being a really powerful brand, McDonald's have the possibility to somehow influence the market; one of the main strengths of the company globally is that being so huge and powerful, the possibilities to influence partners like for example the suppliers, is really easy. This means that a supplier, even if big as Coca-Cola for example, will not be able to give big restrictions to the company of the golden arches, since this one is a too big part of its incomes and losing the deal with them would be a lot more than just risky.

As a consequence of the company size also the competitors are influenced, a clear and practical example of this situation could be the price that McDonald's has not only in Finland but all over Europe of its Hamburger, Cheeseburger and Double-Cheeseburger have a fixed price, which are for the final customer respectively 1 and 2 €; in other competitor's restaurants the price for these items is higher.

Finland is it not one of the biggest market for McDonald's but still people know the brand and recognise it. In other more populated Nations, the company of the golden arches is present with a lot more locations, there the customer awareness is done by allocating restaurants all around the country and not just in the biggest cities.

This could be a part of the Opportunities that the company could have, it is obviously a big investment opening a new restaurant, but by being visible it is always possible to reach more potential customers. This kind of strategy is what a major competitor of Perheravintolat Oy, Hesburger, is doing and it can be seen in the table of the previous paragraph where the competition is analysed. Visibility for the company anyways does not come just with the opening of new locations but also with the good customer service provided from its staff and with marketing and social-friendly activities or sponsorship operations.

As illustrated in the figure 7 here below, an example of probably one of the biggest weakness for the case company, could be the fact that decisions are not made here in Finland but the product range is limited by the franchise itself and also by McDonald's Sweden. (McDonald's 2018). Being a franchisee of one of the biggest companies globally is of course giving some rigid restrictions to Pirkanmaan Perheravintolat Oy, as it is for all the franchisee, but still these doesn't mean that it has to be taken just as a restriction that do not help the company. McDonald's, being a really well-known brand even with its restrictions both applicable globally and regionally, is still a big factor in the strengths list for the case company.



Figure 6: SWOT analysis of McDonald's Finland.

In those restaurants located on the most trafficked roads of Tampere, a really relevant threat is generated by the amount of constructions works going on lately. At the moment there are and will be present on these streets for the next 2 to 4 years several construction works around the city of Tampere. This fact is not helping Perheravintolat Oy mainly because these sites are just slowing down the afflux of people that once were able to reach the restaurants.

6.6. Target segment

Every person is different from one another, which means that different people have different interests and opinions, even about food. A marketing campaign doesn't have to be for everyone, not only because it is difficult to please everybody but also because it makes more sense to start a marketing campaign from which the case company would be able to grow its sales by gaining new customers or a new sub-segment instead of trying to get the whole market in one single time. (Blythe 2008.)

The different ideas for marketing campaigns are listed in the following pages, and are touching those target segments that Pirkanmaan Perheravintolat Oy want to reach in a better way.

McDonald's is operating a demographic type of segmentation, dividing the market in different age groups. The company's main customer segments are: teenagers, workers, families, kids; all searching for a quick meal at a reasonable price (V.P. 2018).

The company has marketing teams that focus only on a segment, for example one of the target is kids and so McDonald's has people concentrating on the products offered to the youngest customers (V.P. 2018). For McDonald's segmentation is really important and this is why the company instead of having different brand managers for its products has several segment manager to maximise the targeting marketing effort. One example of the target segments just mentioned is the one of young adults, that are attract by the big differentiation of products and from the low prices of the "Dollar Menu", called in Finland "Kolikko Menu". Another target are women, which are attracted by advertising the low calories options like fruit, salads and wraps (McDonald's 2018). There are also other sub-segments or niche markets interesting for the company which are, vegans and vegetarian in general and celiac.

Differently from Finland, in the USA the company is also doing segmentation demographically by adapting the advertisements for people from a different cultural background like African-Americans, Asians and Hispanic people. McDonald's uses insights information in each of its target segment in order to understand the customer behaviours. By knowing the customer behaviours the company can adapt its offer and the description of the product advertised to get the attention of the target. (McDonald's 2018.)

6.7. Introduction of new technology in purchasing experience

Finland is well known all around the world for being a country filled with people that want to be innovative and the technology sector in the country is one of the best in Europe.

The average normal customer, when thinking about McDonald's, do not think about innovation or other technical subjects, but still, compared to its direct competitors, Perheravintolat Oy and McDonald's in general bring technology to their business. In the company's restaurant in Turku and in Tampere Lielahdi it is already present the *Screen ordering station* also known as EOTF – Experience of the future, is based on a big touchscreen that is basically replacing the normal cashier that people are used to. The screen came to the American market in November 2016 and since then it is spreading to the countries where the chain is present. The system has been present in bigger European markets such

as France, Germany or Italy, already during the last two years, and now it is also the moment for Finland to embrace it. This innovative way to order the food will for sure be helping the marketing of the company, since people will come to the restaurants of McDonald's, initially maybe just to try the new ordering station. It is not only a useful innovation tool for the customers, whom will not wait anymore standing in front of the normal cashier but it also will be an added help for the company itself connecting even more the personnel with the client, as McDonald's Chief executive, Steve Easterbrook, said in 2016: "*Typically, the majority of our crew is behind the counter, and that counter literally has been a barrier between our crew and the customer*" (S. Easterbrook, NY-Times, 2016).

These screens are also knocking down another barrier that nowadays, thanks to technology is getting smaller; the time that people want to spend in taking cash out of their wallets or digit their bankcard pin-code to do the transaction. More and more applications and methods to speed up these processes are coming into the market more frequently than ever before and most of them are already included in the McDonald's *Screen ordering stations* which will also help the company in its marketing processes. (McDonald's 2018.)

A lot of other restaurants around Finland are also using these programs/apps like: NFC, Apple Pay, Mobile-Pay etc. so the adding of these methods to the EOTF will just help the smoothness of the payments at McDonald's. During 2018, the *Screen ordering stations* will be installed in other restaurants owned by Perheravintolat Oy, after the already operative Tampere Lielähti restaurant the next one to be update will be Tampere Jäähovi which, due to its location, it is also one of the most visited restaurant of the company (MillHill News 2018). The installation of these new technologies has required an investment from the company in order to adapt the infrastructures of the restaurants and making them more compatible with the new cashier systems. Perheravintolat Oy is undergoing this process of renovation during 2018 and the following years, so it is understandable that an increase in sales is wanted and needed also to cover some expenses that these makeover processes are implicating.

One or more new marketing campaigns for the Tampere area will help the company in achieving the goal of reaching new customers and new heights in sales, but it has to be taken into consideration that the capital that the company could invest in these operations is limited. (MillHill News 2018.)

6.8. Marketing mix

Here follows a short description of each one of the 7 P, a more detailed description of the Product and Promotion Ps are surrounded by all the seven Ps of the Marketing Mix that are described and adapted to the Perheravintolat Oy needs for their own local marketing campaigns.

1. PRODUCT:

By analysing and managing the design and development processes of the products and in some cases, modify the product features in order to make it more appealing for the target market/segment (Blythe 2008). In the case of Perheravintolat Oy there is not actually any need for modifications of any of the products offered, since they are already all customisable from the customer by asking from the staff at the cashier for a variation of the product, which can come with a small charge or for free, depending on the type of product. An introduction of different product not present anymore in the Finnish McDonald's could be an help for Pirkanmaan Perheravintolat Oy, a really practical example of a product that was present in the list but that disappeared years ago could be the Ice-cream cone, which is still sold in different countries around the globe and could be a crucial addition to the company's menu especially since Finns are well known for being really greedy of ice-cream and during the summer time it could potentially cover a big part in the company sales. (Worldatlas 2017.)

Table 5: Top Ice-cream consumer countries. (Worldatlas 08.2017)

The Top Ice Cream Consuming Countries Of The World

Rank	Country	Per capita ice-cream consumption (litres/year)
1	New Zealand	28.4
2	United States	20.8
3	Australia	18.0
4	Finland	14.2
5	Sweden	12.0
6	Canada	10.6
7	Denmark	9.8
8	Ireland	8.4
9	Italy	8.0
10	United Kingdom	7.0

For these kind of periodical campaigns, the crucial point is to allure people by offering them the same products as before but with a better value for the price or with some variation by adding some extra into a package.

A new product for a new sub-segment: the vegan niche market.

Another challenge for companies like operating in the restaurant sector is to attract the target customer sector they are aiming for, knowing what are their needs and finding out what would they potentially want to have that is not already offered by the company or even by competitors. In 1944 a teacher named Donald Watson coined the term Vegan, by utilizing the first three and the last two letter of the word vegetarian.

Vegans are those people that decide to avoid eating meat, fish, dairy products and every animal derived product. This choice is made for different reasons, but the main ones are: personal health, animal rights and to decrease the personal carbon footprint that a human been have which leads to climate changes like global warming. The vegan phenom is increasing yearly all around the world an example could be that, in a decade, in Britain the number of people following a vegan diet went from 150.000 to 542.000 in 2016 with a 350% growth percentage. (Hancox. The Guardian 2018.)

Vegetarianism has been part of human life since the beginning of human history, but due to lack of food in some geographic areas and other different necessities, people utilized animals as food resource too. Nowadays with the increasing popularity of veganism, also the number of population following a vegetarian diet has increased and this lead to new business opportunities. Vegan and vegetarian restaurants started to come to the market offering new options to those people who weren't able to completely follow their diet when eating outside. (Hancox. The Guardian 2018.)

Before the advent of vegan restaurants, these people were able to take part to themed events, festivals, manifestations that support animal rights and vegetarianism. Documentaries came more often to the scene to support this movements and so after the rising of these specific restaurants, big companies realized that these people could be reached with segment specific offers. New companies specialized in the meat-free sector and even fast-food chains like McDonald's came to the market to take advantage of this movement that

apparently won't be just temporary. The case company is a clear example of this achievement in the gaining process of a new segment or sub-segment of customers since a simple periodical campaign offer, like the McVegan burger, addressed to those people not eating meat or dairy products, became part of the official menu of the restaurants not only in the Tampere area, but also in the other parts of Finland. The McVegan marketing campaign started as a test for just the restaurants in the Tampere region, owned by Timo and Kirsi Myllymäki. As often it happens for different periodical campaigns, those burgers are sold just in certain periods of the year, and lately there are different campaigns going on one after another, all year long, to attract different kind of customers and also to let the "old" customers come back to the restaurant just to try the campaign variations on the menu.



Figure 7: McVegan. (McDonalds 2017)

The McVegan was so successful as a periodical campaign that, since January of the current year, it is sold all over Finland as part of the official menu (K. Tiippana, 08.10.2017, Iltalehti.fi). Instead of utilizing the soya patty just for this burger, McDonald's Finland gives the option of tasting it also in a wrap. In this case the ingredients are not 100% vegan, since some of the toppings, like some mayonnaises are still made with eggs or with dairy products. (McDonalds 2018.)

Idea for a new burger for Tampere: McManse

Tampere is the birthplace of the McVegan; this means that the success of this idea could possibly be repeated with other new products. The most iconic product from Tampere is a blood and rye sausage known as the Mustamakkara. This type of sausage is well known

all around Finland for its typical taste and for being a main symbol of the capital of the Pirkanmaa region. The Mustamakkara is consumed with lingonberry jam and a glass of fresh milk. Perheravintolat Oy could develop a new product called McManse: an hamburger with a Mustamakkara patty, or a pork patty with a flavor like the one of the Mustamakkara itself and lingonberry flavored mayonnaise, all wrapped in a soft bun or optionally in a rye-bread bun. The burger name McManse comes from “Manse” which is the nickname given to the city of Tampere for being similar to Manchester, in the United Kingdom, for its industries and red-brick buildings, uncommon for a Nordic country. As it happens for most of the new products introduced into the McDonald’s menu, the McManse burger would be offered initially as a periodical product during a campaign. Its strengths would be to offer an iconic and local flavour to the people of Tampere in a fast-food restaurant instead of the once already available in small kiosks.

For the packaging of this new burger, the company could utilize a cardboard container similar to the one used for one of most appreciated periodical product: the Maestro Gourmet. McManse would be a satin black cardboard package with a golden stamp on the top of the box, in which is written “Made in Tampere”. Mustamakkara translated to English means black sausage and for this reason the black cardboard package would fit perfectly to the McManse. Potentially this new burger could be advertised to every customer of the restaurant, but the vegetarians, due to the ingredients of the patty. The strong and particular flavour of the Mustamakkara would create another segmentation of the target since it is addressed to adults and young adults.

Most of the periodical hamburgers at McDonald’s are formed by two different price range burgers; one type positioned almost at the top of the restaurant offer and another type more affordable being almost at the bottom of the list. In the normal meals some beverage and a side dish like French-fries or carrots are completing the offer, in the case of the McManse, the meal could include just some milk as beverage; still the side dish could remain an option.

2. **PRICE:**

This P is about the money spent by the final customer to buy a product on the list. This point is kind of the most crucial one for the case company, since the marketing campaigns required are aiming to increase the sales by utilising the products already available and

not introducing new ones also because it is not really possible due to the fact that the Northern countries headquarters of McDonald's are in Sweden and products range and prices are defined there and not by the singular franchisee company. People in general are watching with a lot of attention where and how they spend their money and, concerning fast-foods, the price tag that customers are asked to pay is the first thing that comes to mind, sometimes even before the quality of the food itself.

In order to make a marketing campaign a successful one, the price for a campaign meal should be not too low or not too high either since in both cases, a customer could see it as a bad quality or as a too expensive one respectively. One of the best ways to attract customers is giving them "more for less" without overlooking the quality and obviously keeping the whole thing profitable for the company. McDonald's Finland has national periodical campaigns that change approximately every two months; in these campaigns there are always new addition to the normal menu and some special offers regarding different standardised items. Several items are offered at competitive prices if compared with the direct competitors in the local market. For burgers the availability of products spread in a price range in between 1 to 6€ per burger and the meal prices do not exceed the 10€ (V.P., interview, 2018).

Cheeseburgers and hamburgers are at the bottom of the list, costing just 1€ apiece and the most expensive ones like the Double Quarter Pounder are costing just under 6€. Most of the periodical burger are usually starting from 3€ and are not exceeding the price of the Double Quarter pounder just mentioned. *"Importance is given to those products that can increase the sales, but when a periodical product is too expensive for us to make, our profit is not seen as good enough"* and he continues specifying with an example: *"The Triplajuusto is really one of the burgers that our customers like the most, especially for its value for money since it cost to the customer 3€, but as a business it's not good enough as an investment to keep it as a standard burger on our list, that's why it comes just as a periodical campaign burger"* (V.P., interview, 2018). Even if the customer is enjoying the presence of a specific product on the restaurant list, the production costs should remain profitable for the company. McMansie could be positioned in a price range between the cheapest and the most expensive periodical burgers with an hypothetical final price of 3,50€ or 4€ for the burgers and 4,50€ - 5€ for the meal.

3. PROMOTION:

This point of the Marketing mix is all about the organisation of the advertisement of the products, and it is largely used in the periodical campaigns, for obvious reasons. For periodical campaigns that goes nation-wise, the best ways to attract customers is by using all the medias that McDonald's Finland is already using, like ads on television, on social media, via their App and on billboards; but if the campaign is addressed to just a specific area of the country, the amount of capital that needs to be invested for the marketing campaign do not need to be as big in order to promote it.

Perheravintolat Oy, like other McDonald's franchisee companies is utilising several billboards to promote different kind of products, from the periodical campaigns items to the products offered during the mornings, afternoons and nights in the regular menu. This way of promoting the company is still somehow the main one used all over the world and even this period where the digitalisation of human everyday lives is changing the way that people live, it is still helping companies in gaining visibility. Billboards around the city could still be useful for the company, especially during those big events that are taking a lot of people to the city of Tampere. As wrote above, McDonald's Finland as a whole is boosting its own promotion processes with various ads that are utilizing modern channels like the most popular social media which nowadays are for example: Facebook with more than 2.230 billions of active accounts, YouTube with 1.500 billions, Instagram with 813 billions and Snapchat 255 billions (Statista. 04.2018).

Other channels in the social media sector are higher in the ranking compared to Instagram and Snapchat, but those are not really prone to advertising spaces from third parts like the ones listed here in the chart above. The type of promotions advertised via these channels are visible nationwide and are so covering all the McDonald's franchise restaurants in the Finnish market. The following figure shows the top ranking social-media applications that are used lately; for this reason Facebook is still one of the most important way for Pirkanmaan Perheravintolat Oy to do social media marketing.

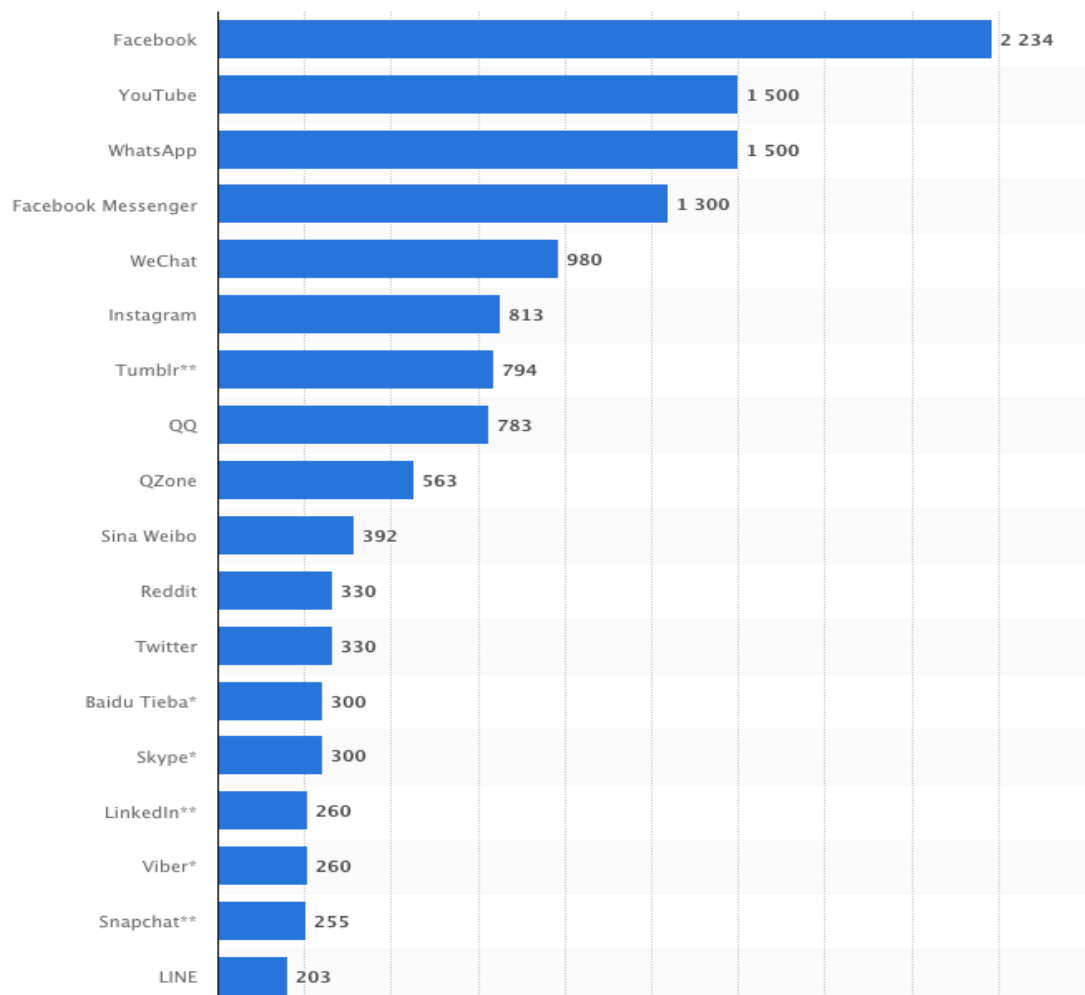


Figure 8: Most famous social-network sites worldwide by users. (Statista 2018)

Nowadays a lot of companies, in Finland and around the world, are promoting themselves utilising these apps, since a lot of smartphone users have these kinds of apps downloaded on their devices and so they are visualising the content at least a couple of times per week. This trend of utilising social media apps is more common in the teenagers and young adults segment, this also shows that young people are using smartphones apps more frequently than older users and it is the perfect way for McDonald's to reach its young customers. If this kind of ways to promote itself are anyway chosen, the company has to specify the validity of a certain discount, is entente just for the participant restaurants, which are the ones owned by Pirkanmaan Perheravintolat Oy, because it could happen that a different franchisee won't accept a certain discount even if operating in the same country. In addition to this explanation of the Promotion in the Marketing Mix, in the following chapter some ideas for new possible marketing campaigns are listed to help the reader to understand how the company could promote itself even more.

In order to keep the promotion costs as low as possible, local advertisement through billboards in the restaurant premises could be the best way to promote the McManse. The McVegan and the Triplajuusto were periodical campaign experiments for Perheravintolat Oy during 2016 and 2017, the initial advertisements were done just locally and mostly in the company premises; the same approach could be applied to the McManse.

Since the Mustamakkara is a product available around the city all year long, the promotion could take place whenever during the year, but probably introducing the McManse in a period when the company is having a greater sales decline could help the most. An initial promotion could take place during the winter months, if the results are satisfactory, the product could come back again as a campaign in another period of the year or even stay as part of the normal menu like the McVegan did. Other possibilities when choosing the right period to promote the new product could be taken into consideration; during the summer there are plenty of happenings that promote tourism in Tampere and this could boost the sales of the McManse.

4. **PLACE:**

When developing a marketing plan for a product that will, for example, end up on the shelves of a supermarket, this fourth P consist in the placement that will give a certain visibility to the product when people walk through; but in these cases, the placement of the promotion tools and the location of the distribution channels (McDonald's restaurants), needs to be positioned in the places where the target customer segment is, in order to gain their attention. To gain this acknowledge, the places where the company is present with its restaurants are the main channel to do some promotion and advertise campaigns or discounts.

It happens that in order to reach the target customer, a company has to replace to a location frequented by these groups of people. Teenagers and families are hanging out or doing some shopping during their free-time, which means that locating a restaurant inside or in proximity of a shopping mall is probably the best way to reach these customers. The restaurants of Perheravintolat Oy are mostly located in proximity of shopping malls and or close to supermarkets, where most of its target customers spend time, especially in the afternoons. For a restaurant, the best way to attract a customer is also by advertising its products in the hours antecedents the main meals.

5. PEOPLE:

Part of this P is the impression that the company gives through its staff working in the restaurants. In the food-serving industry, the customers interact at first with the spaces where the restaurant is situated and with the person that is selling this food to them and this is why the impression that the McDonald's personnel gives to the customer is crucial. The training that McDonald's staff receive is really strict, the personnel has to follow very precise guidelines when serving the customers and even more strict rules when preparing food (Ritzer 1996).

“Staff members are trained in a way to be as efficient as possible, follow the company rules and even more respect the hygiene rules given by the government. This is why when a new staff member doesn't have an hygiene passport, we arrange an examination to let them obtain it and beware of what is done in the restaurant” (V.P., interview, 2018).

The staff of Pirkanmaan Perheravintolat Oy is seen as important as the customer, since a good service will let the customer come back and a prepared and happy staff member is more prone to offer a good service to the customers and fulfil the promise of Ray Kroc and McDonald's of giving the best customer experience possible. *“The company is also doing internal marketing by hiring new staff-members, also motivating the staff is important, some example are the possibility to ask for a day-off or to change a shift with a colleague and, giving the possibility to advance to a better position like for example become a trainer afterwards shift-manager” (V.P.. interview, 2018).*

6. PROCESS:

In order to increase the profit and also save more money, the marketer would need to analyse all the logistic processes to understand if some capital could be saved from that part of the business and this study could help in giving a better service to the final client. The Process also include those phases that the company goes through when promoting the marketing campaign, but also when preparing and serving the food.

In particular the McDonald's business is founded on a very careful study of all the production processes: every single step from the order to the meal deliver is analysed in terms of efficiency and profitability. (Ritzer 1996).

McDonald's speedy process of preparing the food is still part of the company DNA and at the dawn of the company it was used as an advertisement to attract the customers. The healthcare rules and restriction that are applied to those businesses operating in the food-serving sector are more precise than when the company started, so the system has been adapted to the new rules given by the national and international healthcare authority.

7. PHYSICAL EVIDENCE:

The Physical Evidence is an assessment of what the customer can see in the company premises and elsewhere. What a person can see about the company or about a specific product / service offered by a company when approaching it can help him in create an opinion about the whole company. People are searching for evidence about certain things like reviews, accurate descriptions etc., before they decide to buy something. By doing these evidence researches, the customers get a better view of what is the company offering, which helps the customer building in their mind a specific image of the company itself.

If the company or one of the products advertised is implementing its own tangible evidence it will most probably remain in the mind of the person who saw it. The advertise, logo or any other physical evidence that the potential customers see are important for the company to spread their message and how they want to be seen. (Blythe 2008.) When physical evidences are sending positive and attractive messages to the market, people are more keen to remember the specific advertised object or the company as a whole and this will let them to buy that product from the company afterwards. This factor is essential for the company when trying to give a positive image and to be also remembered by the potential customers whom possibly will spread the good experience with other people.

7 POSSIBLE CAMPAIGNS

Here below there is a short description of different marketing campaigns that could be applied to the restaurant located in the Tampere area and in the Pirkanmaa region.

Campaigns like these are aiming to increase the sales of the company by showing more attention to the customers, letting them feel more important offering them customised bargains like the Triplajuusto and the McVegan were when launched.

7.1. A new burger: the McManse

The McManse could be also advertised in one of these campaigns, the risk by doing this could be the one of losing some attention on the McManse due to the presence of so many other periodical products. *“Our incomes are influenced more from the period of the year than from a specific campaign”* the restaurant manager V.P. explained during an interview. (V.P., interview, 2018.) This means that a periodical campaign has to maintain the sales in the desired range, but it can happen that other factors are influencing the sales more than campaign itself. The hypothetical periodical campaigns explained later want to help the company in increasing the sales; some are idealised for a specific period of the year, but most are applicable more freely.

V.P. explained that McDonald’s is looking more at the sales results comparing a period of the year with the same period of the previous year, not focusing too much on the specific campaign outcome (V.P. 2018). The restaurant manager during the interview said that *“Some of those periodical campaign could still make the difference boosting the sales; an example could be those campaign where the Plus-ateria meal is offered with a Coca-Cola glass where the customer tend to spend more money”*. (V.P., interview, 2018). When launching the McManse, the best period of the year would be the winter one, when the sales need a additional boost because they are not as good as during the summer period. The McVegan was launched during late autumn 2017, so it is recommendable to apply the same strategy for the McManse, advertising it in the company premises and if necessary inclosing it in one of the following campaigns.

7.2. Work-force campaign

Tampere is undergoing a big renovation which is covering the all city, a tram railway is being built at the moment and it will cover the whole city by connecting its upper west side to the suburb of Hervanta in the south-east part of the region. Then in the city centre a new Ice Hockey arena and several skyscrapers are starting to grow, which means new possibilities for Perheravintolat Oy. The company is already counting an increase of sales thanks to those people that are working in building sites. The segment formed by these working men were already a target for McDonald's, but probably they were consuming in other restaurants of the city. All these building sites around the city are also a threat for the case company, since most of the main roads are almost off limits for private cars, which means that a part of customers have difficulties to reach the restaurants, especially the one located on the Hämeenkatu N.5 and even the Tampere Jäähovi restaurant. In order to avoid this threat, the company could start a promotional campaign for another segment formed mainly by the construction workers that are spending their working days on the roads of the city. This segment is largely formed by men, and those men are spending about eight hours or more outside, most probably with any kind of weather and of course they need to satisfy their need to eat and drink, which means that an offer from the McDonald's of Tampere addressed to them during the lunch break, could be a very good way to attract them to the restaurants instead than losing them to some other competitor. Usually men eat more than women, due to their physique, which means that the campaign offer that Pirkanmaan Perheravintolat Oy could offer, should take into account of that. This segment, that are already coming to consume some food in a McDonald's restaurant is buying the biggest hamburgers available on the list: McFeast, Quarter Pounder and Double Quarter Pounder, the Big Mac and its two periodical variations (Big Mac Bacon and Grand-Big Mac) and also the Classic Chicken or the Maestro gourmet. These burgers are not the only ones ordered by this segment of customers, but still they are a big part of it, which means that an offer that is related to one or more of these hamburgers, could be a reliable way to ensure the possibilities of increasing the sales during lunch time on working days.

In conclusion to overcome the decrease of sales due to these building construction sites, the case company could think about a possible offer to attract this temporary segment. The proposal for a campaign could be for example one big burger meal plus a second burger (a Big Mac or so) and a small coffee.

7.3. Family Meal offer

Since its early days McDonald's main aim was to attract families. An evidence of the marketing campaign dedicated to this target is Ronald McDonald, the mascot of the company. Afterwards the company decided to develop a product pack that could be attractive for the children: the Happy Meal. Pirkanmaan Perheravintolat Oy could also offer a temporary deal which could be called "Family Meal" or "Family Pack" letting the customer understand that it is a deal for parents with their kids. This target group when it comes in a McDonald's restaurant wants to have a good experience of quality food for a right price, letting the children feeling comfortable.

McDonald's, in other countries is attracting customers to its restaurants by offering the possibility to organise birthday parties, in specific areas of the company restaurants. For the little customers this could be a good way to promote the company and its aim of being a good place for kids and families to spend their time and eat together. Introducing this possibility could be something else to add in the company plans for the future.

7.4. Delfin-Basket tournament offer

The city of Tampere is well known all around Finland for being a die-hard Ice Hockey city, with two of the most winning clubs of the Finnish league and the rivalry that comes with it, but some doesn't know that other sports are also a big thing in the city. During the summer, for example there's one of the two biggest basketball tournament of the country, where also international clubs are usually participating; the name of the tournament is Delfin Basket, and it is more than two decades that it is taking places on one weekend in August, in different sports halls of almost every suburb of Tampere. In the tournament are participating a more than one hundred people not part of official teams and clubs, but also more than 30 different clubs. Most of them are coming to Tampere not just with one team, but some can comes with ten different teams, which means that just one organisation could come with about 100 people just for this three days tournament. (Delfin Basket 2018.)

The amount of people coming to Tampere is already an opportunity for Pirkanmaan Perheravintolat Oy and this is why that the company had already a campaign for the participants of this event during the period; still some different kind of sale should be applied to boost even more this possibility to its edge.

The campaign that has been utilised lately in the period of the tournament is a reduction on the Big Mac meal price by 1€. A promotion for this specific target audience of customers could be based on the rules of the sport of basketball. Since during a basketball match each team playing have to line up five people on the court, an offer could be done by creating a promotional offer designated to groups of five people. This could also meet the needs of some families. The discount could be open to the people participating to the tournament or maybe even open to all the customers going together to a McDonald's restaurant. McDonald's Finland could also make a promotional offer on five different products during the Delfin-Basket period. Another option to increase the sales during this period could be the already mentioned addition of a basic Ice-cream cone to the list of products. The come has been part of the franchise food offer list for years and in a lot of countries is still available; it could come back to McDonald's offers as a periodical campaign during the Delfin Basket period or also during the whole summer time.

7.5. Fidelity card

A fidelity card is probably one of the most used way to let the client come back several times. These cards are not utilised only by fast-food chains, also different restaurants are promoting themselves by offering a card or something similar that will help the customer collect benefits from the restaurant adhering to this promotion. This kind of promotions are rewarding the customers, whom after a certain number of meals consumed will receive a freebie or an additional discount on one product. McDonald's Finland could also decide to develop this Fidelity card on national scale, in paper version or within the App. Thanks to this technological innovation that are developing day after day, the App could be connected or somehow read by the *Screen ordering stations* or EOTF when the client is approaching one of them. The cost for a digitalised fidelity card are way different compared to a paper or plastic one, so in order to keep the budget controlled and low, the normal card could just include some hint or QR-code that could be scanned when the customer approach the cashier or utilise the McDonald's App to do it.

One of the biggest competitor of Perheravintolat Oy and McDonald's in general is Subway, which is keeping this kind of fidelity card named SUBCARD™ available for the customers and lately the card itself has been modified becoming digital and letting the customers collect points when consuming at one of Subway's restaurants and also it connects with the same App downloaded by relatives and friends of the person who is eating in a Subway restaurant by giving them also a discount or the possibility to collect a certain number of points that will lead them to get something for free. Even the biggest Finnish competitor, Hesburger, has its own App that can also make the customer order his/her meal ahead and just jump over the line when going to retire it from the counter in one of the company's restaurants. (Subway 2018; Hesburger 2018.)

8 CONCLUSION

Pirkanmaan Perheravintolat Oy is already a well-established franchisee for McDonald's and it is also the second biggest one in Finland, this means that the company is already doing good steps forward as a business, but there is still some potential that could be utilised. The innovation in the technology field that the company is about to utilise in its restaurants around Tampere is a huge possibility to gain more customers but it still needs to be made more attractive for the customer by giving more added values to it, instead of just expecting the greater turnout that could occur after the restaurants renovation, but it probably will not allow the company to slow down due to the fact that a novelty will be considered new, by the market, just for a small period of time.

The basics of this marketing plan is to boost the sales of Perheravintolat Oy by suggesting potential campaigns that will embrace the upcoming EOTF and possibly shift all the market through the future of fast-food restaurants and serving. The ideas described are just some options that the company could analyse and decide to choose in order to reach one or more of the customer segments described. Financially the investment for these marketing campaigns, as already explained, could be calculated using the affordability type of budgeting by deciding with the company, which is the most suitable amount of capital that the company is ready to utilise for these campaigns. (McDonalds 2018.)

Until now Pirkanmaan Perheravintolat Oy has been on the right way to be a really successful business; McDonald's has been for several years on the top of the list of best work place in Finland, and the case company can be proud also for this outcome since it is well known that the franchisor is not doing really well in the employee satisfaction sector in the USA. Finland could be considered as a difficult market due to the strong competition of local companies with a better global image than the one of McDonald's, but still Perheravintolat Oy has shown that with perseverance the results are coming, and the outcome of 2017 with a +15.5% compared to the previous year is a good goal if considering the crisis that is still affecting several European countries and companies. (MillHill News 2018.)

During the warm season, since more and more people prefer to stay outside and visit the city centre for some shopping and so on, which means that more potential customers are present in the restaurant area. Pirkanmaan Perheravintolat Oy like most of its competitors

not only in the Tampere region concentrates its business in the summertime. The case company is already taking advantage of the season by adapting the opening hours of its restaurant, in order to be available for a wider lapse of time especially during the evenings/nights where younger potential customers are spending their time outside compared to the cold season when people usually go back home earlier due to the low temperature and bad weather. Broadening the options in the already wide list should help the company in the sales increase. For example ice-cream based products could be a way to boost even more the sales during the warm season and keep the incomes healthier also during the other months of the year. In conclusion, the case company already present strongly in the Tampere area should try to transform a threat in an opportunity by using a correct marketing mix and make more accurate promotions.

9 DISCUSSION & RECOMMENDATIONS

After analyzing theoretical concepts, useful for the aim of creating a marketing campaign, and also after an overview on the current situation of Pirkanmaan Perheravintolat Oy, the possibilities for several marketing campaigns and the steps to create a marketing plan for those were listed and discussed with the company representative.

Marketing is important for every company, and for the case company the aim was to make it in an efficient way; Perheravintolat Oy wanted to stay careful during the planning, especially concerning the capital that has to be involved into these campaigns. Planning and using one of the ideas illustrated in the text is up to the company. Staying active in this field is becoming year after year more crucial, in order to make the company visible and its products and offers be desirable for the customers.

This thesis unfortunately do not take into account the ethical reliability of Pirkanmaan Perheravintolat Oy, because it was impossible to have access to the CRM data and to specific marketing data. Usually this type of researches involved the perception of the brand are internal and the company doesn't share it with external people. Campaign's offers at McDonald's are aiming to change the offer of the restaurant's menu by adding burgers and offers periodically during the year. The company already launched new products during the past years and some of those like the McVegan and the Triplajuusto have been a success so it is recommended to try to conceive again new possible addition to the "burger-list" in the future.

Being part of a big franchise like McDonald's is, do not exonerate the case company from investing some hours for design and develop its local marketing possibilities. The social media are already helping the company by giving more visibility as McDonald's Finland as a whole, but the main point of this thesis is to introduce, to the company, the best tools for increase the sales of the franchisee in the Tampere region and in western Finland in general. The marketing plan shows a list of the first steps that Perheravintolat Oy could do in order to increase its visibility in the market where it is operating, more options could be considered and included in order to be able to benefit completely of the opportunities that the marketing world could give to the business, and dare to do something more outside of what is already provided from the franchisor.

In the explanation of the different campaign ideas, some examples of what is done by other companies, and also other McDonald's franchisees, were illustrated in order to let the reader understand the type of promotions designed, with those similar ones. In the same paragraph hints about the target segments needs and desires were explained as it has to be done usually in a marketing plan.

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