

Developing Relationship Marketing of Keltainen kirjasto

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<p>This study concerns developing relationship marketing of a book series, Keltainen kirjasto, in a context where a two-way disruption is on-going within the publishing industry. Due to digitalization, the book formats and retail channels are changing rapidly. At the same time, marketing communications need to adapt to this change.</p> <p>The study period was over two years, which makes this a longitudinal case study. My data is mostly qualitative. The sources of evidence are multiple, as I completed a survey, and in addition collected digital data on newsletter and social media processes to find out which actions are effective.</p> <p>In order to develop relationship marketing, I first had to find out who the readers of Keltainen kirjasto are, and how would they hope that Keltainen kirjasto communicates with them.</p> <p>For this purpose, an online survey was organised. Compared to what had been thought, the survey revealed that the readers are younger, more adventurous when it comes to new technical inventions, and feel really positively about the series. They are also active readers, book-buyers and enjoy going to events.</p> <p>Based on the literature, my hypothesis was that relationship marketing and CIMC would be suitable for Keltainen kirjasto. The theories offered several tools for developing the marketing communications. With the help of the findings of my survey, I created three implementations that were tested for a period of two years. During this time, it became clear which pilot projects worked and which ones need further developing.</p> <p>The implementations I chose to carry out for strengthening the relationship with the current and potential readers were developing the newsletter, arranging regular events, and developing the presence of Keltainen kirjasto on social media platforms. These proved effective, as the number of subscribers to the newsletter increased, there was a maximum number of guests at the events and they engaged in conversations, and the number of social media followers increased. The readers were also active in dialogue on those platforms. Encouraged by these positive results in relationship marketing, I would recommend continuing these actions in the future.</p>	
Keywords Relationship marketing, marketing communications, book publishing, Keltainen kirjasto	

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1 Introduction

“There is no friend as loyal as a book.”

— Ernest Hemingway

Digitalization has in the recent years changed people’s lives in the Western countries, and it has affected their reading habits as well. A big question for the publishing industry is, in the age of digital services, whether people still want to choose a book over the vast variety of leisure activities, such as social media, stream TV, podcasts and quality drama series? At the moment, the book market in Finland is changing rapidly: bookstores and book clubs are facing severe problems since people are not purchasing as many books as before from them. There are new players in the field, such as webstores and subscription services. Also, new digital ways of reading – mainly audio books – are changing how people consume their books.

Working within the publishing industry is more interesting than ever since the industry is going through the biggest change in the last 500 years, says Otto Sjöberg, the CEO of a Swedish publishing house Norstedts. This is because the previous revenue logic based on selling single pieces of work is challenged by subscription services (Mikkola 2018.)

Digitalization, whose one phenomenon is social media, is changing our values, leisure time, ways of consumption – even our psyche, in an unforeseeable way. This has affected and will have an effect on reading and the formats and content of literature (Mikkola 2018.) Within the publishing industry, this change requires new ideas and ways of working of the editorial teams, production department as well as marketing and sales. The marketing communications department of a big publishing house is facing two disruptions: the disruption in the retail market and the disruption in the ways of marketing. It seems that the traditional methods of marketing books need to be viewed critically, and changed accordingly, in order to keep the readers committed and to find new readers in this new situation.

From this situation rises the need for this study: the aim of my thesis is to develop relationship marketing for the Keltainen kirjasto book series, which is a valued, 65-year-old series of translated fiction. The recent disruption of retail channels and the digital transformation of the publishing industry has resulted in a situation where the number of traditional bookstores has diminished and new digital distribution channels have been created. Because of this, traditional marketing operations that were mainly executed through retailers, do not work anymore, and new, more direct ways have to be developed.

The problem for publishers is that a direct connection to the readers is missing. In my thesis, I want to find out how to develop marketing and communication so that the relationship with the existing and also potential new readers could be strengthened. Who are the readers of Keltainen kirjasto? What kind of communication would the readers hope for from the publisher? In order to find out answers to these questions, I will look at theories on relationship marketing and try to find out which methods would be effective for developing the marketing communications of Keltainen kirjasto.

1.1 Introducing Keltainen kirjasto

The focus of this study is Keltainen kirjasto (The Yellow Library), Tammi Publishers' famous series of translated fiction. Tammi Publishers, my current employer, is part of Werner Söderström Limited and is owned by the Swedish media company Bonnier. Tammi is a general publisher that publishes around 250 titles per year. These titles include Finnish and translated fiction, non-fiction, and books for children and juveniles. Keltainen kirjasto is part of Tammi's translated fiction list.

Keltainen kirjasto series was launched in 1954, and celebrated its 65th birthday in 2019. Also, during the same year, book number 500 was published in the series. It is the longest existing, still-running literary series in Finland, and this longevity is unique even worldwide. It is one of the best known literary brands in Finland, and also well-known and admired in the international publishing world as well. The purpose of the series is to bring quality literature from all over the world for the Finnish readers.

Keltainen kirjasto was created in 1954 by Jarl Hellemann, Tammi's late Publishing Director (1920—2010). After the Second World War, there was a hunger for "fresh air" and international ideas in Finland. Hellemann concluded that a new series for translated fiction from all over the world could satisfy that need (Hellemann 1983.) He began to search, translate and publish up-and-coming new names such as Ernest Hemingway and John Steinbeck, who would later become modern classics. Hellemann described his career and vision in several memoirs, out of which *Tapaamisia. Kirjailijat: Tšabua Amiredzibi, John Irving, Yashar Kemal, Ivar Lo-Johansson, Amos Oz* was published as Tammi's Christmas book in 1983. One can say that Hellemann succeeded in finding the right authors, as today there are 30 Nobel Prize winners in Keltainen kirjasto – names like Alice Munro, Orhan Pamuk and Svetlana Alexievich. The newest is Kazuo Ishiguro who was awarded in 2017. Every year 6 to 10 new titles are added to the series, and as mentioned before, in

2019 title number 500 was published. Today, the aim of the series remains the same as in Helleman's times: to find future modern classics, the next Nobel winners.

It seems that to many readers, Keltainen kirjasto brand is a proof of quality, and their relationship with the series is warm and close. At the moment, there are collectors who already have or aim to collect the whole series, but we have no knowledge of how many they are. On the other hand, for many young readers a Keltainen kirjasto book is the first one they read when proceeding from children's books to adult literature. The aim of the editors of the series is to find and include strong, productive and consistent authors whose whole oeuvre, body of work, could be published in the series. A good example of this kind of thinking is John Irving, whose first title was published in the series in 1980 and the latest, 17th title, in 2016. All of these books have been translated by the same person, Kristina Rikman. These kinds of long stretches create long and faithful relationships with the readers as well. They might have grown up with a certain author, have met them on their visit to Finland, shared their reading experiences with other fans, etc. These relationships between readers and the series, and readers with other readers, are meaningful, and the company should try to enforce them. There is an attempt to create a community of readers around the series – it is called Keltaisen kirjaston ystävät (Friends of the Yellow Libray). So far, the extent of this is a mailing list, whose subscribers have irregularly received newsletters.

I was one of the editors of Keltainen kirjasto between 2006 and 2018. My work included finding new potential titles from all over the world, and have them translated and edited properly. I also used to produce content for the marketing purposes. Since the beginning of year 2019 I have worked as a Communications Manager for Tammi. One reason for changing position within the company was my development work done for this thesis.

Part of my work is to promote the series, and I see many possibilities for improving the communication with the readers and strengthening the relationship with them. Until 2017 the communication has meant composing and sending newsletters via e-mail to the friends of Keltainen kirjasto. At the beginning of my study period there were about 1000 members. With the aid of this study it could be measured what kind of an effect improving these letters and performing other marketing communication actions might have. My intention is to build up this community and strengthen its relationship with the series and its publisher. This well-established brand needs new means of marketing and sales in order to survive the earlier mentioned disruption of the industry.

1.2 Background situation

Disruption has changed the publishing world, and companies should react to it by finding new ways of reaching clients and being relevant to them. Part of this disruption is the crisis facing traditional retail channels. At the same time, new digital services for audio and e-books are finding clientele. With traditional retailers losing ground – only 30 percent of books are now sold through bookstores (Mikkola 2018) – traditional marketing efforts of publishers are not working anymore, and there is a need to find new methods in this new market. For a publisher, the problem remains the same: how to reach readers, market books for them and create a more direct relationship with them. What makes this difficult, is that publishers have little data on readers, and practically no direct contact with them. In this chapter I will look at the situation with traditional retailers, describe the new digital market in Finland and explain why a closer relationship with readers would be beneficial for a publisher.

In this new situation, literature needs to justify its *raison d'être*. Even many active readers get lazier and follow long narratives more easily on Netflix and HBO than read novels. According to the survey produced by the publishing industry, this has happened for example in Germany, even though the book sales there have remained steady (Mikkola 2018). At the moment, the sales of books are going up, but as a whole, the sales have been decreasing for over a decade. In 2017 the netsales of fiction titles by Finnish publishers were around 35,6 million euros, whereas in 2008 they were 42,7 million euros. The decrease is 17 percent in ten years. During this period the sales of children's books were down by 20 percent. The sales of general literature as a whole have decreased by 25 % between 2008 and 2017. This seems to be part of an international trend; during the year 2012 the booksales decreased by 9,3 % in the US, 10,3 % in Spain, and 8,8 % in South Africa (Mikkola 2018.)

The number of bookstores in Finland has been rapidly diminishing, book clubs have ceased to exist, and books are not selling through webstores as well as clothes and other commodities. It seems that clients cannot be reached through these traditional channels anymore. Even before, it was difficult for a publisher to get customer data, as the retailers operated between publishers and readers, and feedback rarely reached the publisher. Now, with fewer operators in the field, it is even more difficult. The estimates vary, but according to statistics, in 2008 there were 279 bookstores in Finland, whereas in 2015 there were only 179 left (Suomen kustannusyhdistys 2020). According to Mikkola (2018) the number of bookstores in Finland went from 257 to 210 between the years 2010-2016. At the moment the estimate is that there are only 150 active stores left (Mikkola 2018).

Akateeminen Kirjakauppa used to be the biggest retailer for Keltainen kirjasto, but it has lost its influence during the recent years. This of course affects the sales figures.

Webstores such as Adlibris have increased their sales every year. Between 2009-2016 the sales through webstores have grown from 5 % to 10 %, but when compared to other countries this remains very low. Strangely enough, only non-fiction seems to sell on the internet. How could the customers be encouraged to buy fiction as well, remains to be solved?

Book clubs, which used to sell substantial amounts of books every month, have lost their clientele, and most of them have closed down. In Finland, only Suuri Suomalainen Kirjakerho and a couple of children's book clubs are still in business, but they are a far cry from their heyday in the 1980's and 1990's. Finnish book publisher's organization has even stopped collecting book clubs' sales figures after 2015. Of all the genres, this has mainly affected translated fiction, since book clubs used to sell mainly foreign bestseller novels.

Supermarkets as sales channels are getting more and more important: in 1997, 37 % of books were sold in bookstores and 7 % in supermarkets, whereas in 2014 the figures were 27 and 22. However, supermarkets' range is very limited and focuses only on the commercial bestsellers. When in bookstores the average number of titles is between 8 000-15 000, there are only 30-300 titles in supermarkets (Mikkola 2018.)

Many publishers mention centralization of retailers as a problem; one bookstore chain, Suomalainen kirjakauppa, owned by Otava Publishers, has the biggest market share and largest number of stores in Finland (Mikkola 2018). This naturally diminishes the effective channels through which customers can be reached.

When it comes to digital formats, the market is changing rapidly. This can be seen in the statistics of Suomen Kustannusyhdistys (The Finnish Book Publishers' Organization): the total sales of printed books have gone down by 12,4 % between 2018 and 2019, whereas the total sales of digital books have increased by 29 %. Since 2015, the change is even bigger.

Table 1. The sales of printed and digital books in Finland 2015-2019. (Suomen Kustannusyhdistys, 2020)

Format	2015	2016	change	2017	change	2018	change	2019	change
Printed books	212,5	215,7	+1,5	221,9	+2,9	216,6	-2,4	189,7	-12,4
Digital formats	19,5	23,8	+22,0	34,8	+46,0	41,4	+19,1	53,4	+29,0

It is very fortunate for publishers, that clients are finding new digital services for books. Publishers have also reacted to this change of market with their production models. In 2019, 3269 printed books belonging to the general literature category were published in Finland. During the same year, 1206 audiobooks were published. The growth in audiobook production has been rapid, as in 2015 the number was only 82 (Suomen Kustannusyhdistys 2020.)

It is probable that during 2021 the sales of digital formats will surplus that of printed books. According to the recent statistics of Suomen Kustannusyhdistys, the sales of digital and printed book reached the same level during the first quarter of 2020. During the second quarter the digital format will most likely surplus the printed book. During the COVID-19 pandemic, 38 % of Finnish citizens have subscribed to at least one new digital service (Suomen kustannusyhdistys 2020.) This shows that the book market has changed permanently, and new ways of selling and marketing books must be developed.

At the moment, the biggest digital channels for books in Finland are subscription services BookBeat, Storytel, Nextory, and Supla. Their selection includes e-books, but especially audiobooks seem to be the trend. Elisa also offers audio and e-books but has a different revenue model, as it sells individual digital copies of books. Subscription services are growing rapidly, e.g. BookBeat increased its sales in Europe over 110 % between 2017 and 2018. In 2019 BookBeat's sales increased by 114 % and were 30 million euros in the end of the year, compared to 14 million euros in 2018. In Finland, BookBeat reports to have over 100 000 paying customers (BookBeat 2020.)

These digital retailers are easily able to collect data on their customers; personal data, reading preferences, they even know which books the customer stopped reading and at which point. However, for a publisher this has not changed the situation much, as data is not given out and there is even less discussion with the retailer – with traditional bookstores publishers meet retailers several times a year to discuss future projects, wishes and quantities to be bought, but with digital retailers this is a different procedure. In principal, all digital books produced go to these services, and it is up to the clients to find them. There seems to be a bit of a confusion among the publishers, on how to address these new customers. Are they actually different people from the customers in bookstores, and how? Clearly, new marketing strategies are needed.

The ways of marketing books are also in transition. The old strategies – such as a front-page advertisement in Helsingin Sanomat or window decorations in Akateeminen Kirjakauppa – do not work anymore. Before, newspapers published long critiques of almost every book published, and an advertisement in Helsingin Sanomat was enough to get people to bookstores. Now, print or TV advertisements seem to have little effect on sales.

However, it should be noted that along the negative influence of internet and digitalization for reading habits, they also offer new possibilities. Even the biggest publishers often feel that they do not get their products out to bookstores. Social media and internet as marketing and information channels might provide more equal possibilities in finding readers for their products (Mikkola 2018.) In the publishing business, social media marketing is of course used increasingly, but it still has a lot to offer.

During this radical change of business environment and people's reading habits, Keltainen kirjasto also needs to react. Otherwise this old and prestigious brand will not be able to maintain its status. There are two aspects that are especially challenging regarding Keltainen kirjasto: As was discussed earlier, the decline of book clubs has hit translated fiction the most of all genres. Keltainen kirjasto author John Irving's novels used to sell 80.000 copies via book clubs in the 1980's – all of this market has now disappeared (Werner Söderström Osakeyhtiö 2020). The other problem concerns audiobooks. At least for the moment, it seems that audio market prefers commercial, easy-to-listen titles. Keltainen kirjasto books are literary, and their stories often contain several time domains which have been judged to be too difficult to grasp when listening to a novel. They are also often very thick books, which makes the audio production expensive. Because of these reasons, not all the books in the series have been made into audio books, and therefore do not even have a chance to be part of this market.

In the light of the statistics presented above, there is a need to analyze and find solutions on how to reach customers, and communicate better with them through the existing channels as well as through the new sales channels. Finding new readers is also critical, as some previous ones have been lost with the decline of book clubs. As stated before, the intention of this study is to find out how to develop marketing and communications so that the relationship with the existing and also potential new readers could be strengthened. Some people in the book business are desperate, but to me this seems like an interesting phase and an opportunity to critically evaluate old modus operandi. I do think that people are still fascinated by stories, and the industry just has to figure out how to offer the con-

tent in a way that is most appealing. With better understanding and relations to the customers, necessary steps can be taken in order to grant the 65-year-old Keltainen kirjasto its respected status also in the future.

It was mentioned before, that publishers have little direct contact with the end customers, readers of their books. However, there exists a group of people that Tammi has direct relations to: Keltaisen kirjaston ystävät (The Friends of Yellow Library), a mailing list of around 1000 people, who receive a newsletter more or less regularly. Not much is known of these people, only their name and e-mail address. I will use this group as the starting point of my study. My goal is to find out who these people are, establish a relationship and then enhance communications with them, and hopefully get new people to join this group. Later in my study, I will show through literature how important creating a community and having close relations with your clients is when preserving brand image and dedicated clients.

There are several internal stakeholders involved with this project within the publishing house: sales department (Sales Director, Sales Manager), marketing department (Sales and Marketing Director, Marketing and Communications Manager, Communications Manager), editorial department (Publishing Director, Editorial Manager), the CEO and company's own bookstore (Bookstore Manager). Bookstore chains, subscription services and other retailers, such as libraries, are important stakeholders to publishing houses, but in my study I will not focus on them – instead, I will reach past them to the end customers, the readers. As the readers usually are in contact with retailers, subscription services and libraries instead of publishers, publishing houses have little contact with them, and getting feedback straight from them has been a challenge. I would like to see a change in this.

For Tammi Publishers, it is extremely important to keep sales figures in such a level that the company has revenue to buy rights for the best books in the world. There are more book publishers in Finland than ever before, and unfortunately not all of them will survive this disruption. So, it is equally important to publish books that readers find current, entertaining and meaningful – regardless of the format – than it is to be able to communicate the essence of a book to the possible readers. If these two things are not done successfully, the publishing companies will face an even bigger crisis. Even as it is, it seems inevitable that the number of publishers will diminish. Keltainen kirjasto is a precious brand to Tammi and to Bonnier as a whole. Enough attention needs to be given to it.

There are several benefits of this study, which include more efficient communications and marketing, increased customer satisfaction and increased sales. The study could also provide unpredictable data that could be applied in the strategy of the publishing house in many ways. The new and unseen information could also be useful in making future publishing and marketing decisions.

1.3 Aims and objectives of this research

The purpose of this case study is to improve and develop the marketing communication of Keltainen kirjasto, in order to help this longstanding brand get over the publishing industry's present crisis, maintain its old clientele and find new clients. In my mind, the focus should be at the readers' relationship with the series and them being part of a readers' community. Therefore, principles of relationship marketing seem applicable. At this stage in the research, relationship marketing will be generally defined according to Manfred Bruhn as "all actions for the analysis, planning, realisation, and control of measures that initiate, stabilise, intensify, and reactivate business relationships with the corporation's stakeholders – mainly customers – and to the creation of mutual value." (Bruhn 2003, 11), and I will look at the possibilities relationship marketing might offer, and run pilot projects to test them out. A measurable result of these actions would be the number of Keltaisen kirjaston ystävät, and therefore the objective of this research is to strive to increase the membership of Keltaisen kirjaston ystävät by using the principles of relationship marketing.

Hence, the main research question is:

- 1) *How to develop marketing communication of Keltainen kirjasto to strengthen the relationship with the current and potential readers?*

In this, "readers" are people who buy books. This research question will be clarified by targeting a survey to Keltaisen kirjaston ystävät. Through the survey it will be possible to specify:

- 2) *Who are the current readers of Keltainen kirjasto?*
- 3) *How would the readers hope that Keltainen kirjasto communicates with them?*

With the help of research questions 2 and 3 it will be possible to develop and implement a relationship marketing plan for Keltainen kirjasto, which development and implementation will be the result of this study and provide an answer to question 1. The final measurement of the success of my project is the increase in the number of the friends of Keltainen kirjasto i.e. the number of newsletter subscriptions.

2 Literature Review

The intention of this thesis is to create new ways to communicate with customers of Keltainen kirjasto in a new situation. In order to do that, I will compose a literature review on the possibly applicable theories on marketing communications. Views on marketing have changed strongly in the recent years, and this paradigm shift means that marketing communication is now more focused on the client's needs rather than company's plans (Gummesson 2008, 334). The key terms for this study are relationship marketing and customer-integrated marketing communication.

I will first look into literature on relationship marketing and start the literature review by defining relationship marketing, finding out how it has been developed, what is meant by it and what are the means of relationship marketing. This I will do by first introducing ideas of Manfred Bruhn (2003) and Evert Gummesson (2008). Christian Grönroos' article (2017) also helps to define key concepts of relationship marketing. I will also find out which aspects of relationship marketing could be useful for marketing Keltainen kirjasto.

The second part of this literature review concentrates on theories on integrated marketing communication (IMC) and customer-integrated marketing communication (CIMC). What are the means, channels and tools of IMC? This will be defined with the help of articles by Bruhn and Schnebelen (2015) for customer-centric marketing and Finne and Grönroos (2017) on customer-integrated marketing communication. Smith (2011) and Fill and Turnbull (2019) help understand the changing and disruptive world of marketing communications and especially the impact of digital media.

Finally, I will summarize the literature and see how ideas from the above-mentioned materials could be combined and used for developing the relationship marketing of Keltainen kirjasto.

2.1 Relationship marketing: development, main concepts, and principles

In this chapter the concept of relationship marketing will be introduced starting from its origins and later developments. Bruhn (2003), Gummesson (2008) and Grönroos (2017) have all contributed to the terms and definitions of relationship marketing.

2.1.1 Bringing customer relationships to the center stage

According to Bruhn (2003), the fundamental idea of marketing can be traced back to the 1940s, and it really emerged in the 1960s and 1970s. The concept of marketing mix was

established around 1960, and since then became the universal model for marketing. During 1980s there was a demand for fresh marketing ideas, and the term 'relationship marketing' was created (Bruhn 2003, xiv.) It was born out of criticism of transaction focused marketing, and its goal was to place customer relationships on the center stage (Bruhn 2003, 9). Transaction marketing is focused on initiating individual transactions with customers, but relationship marketing is about managing and controlling customer relationships (Bruhn 2003, 10). The marketing strategies differ: transaction marketing is about presenting the product, whereas relationship marketing strives to establish a dialogue with customers in order to meet their specific needs. The two also have different promotion strategies; whereas transaction marketing uses non-personal advertising, relationship marketing works through personal interaction. When transaction marketing is short-term, relationship marketing's aim is to create long-term customer relationships (Bruhn 2003, 13.)

There are different views on relationship marketing: some stress attracting new customers, some maintaining loyal customers and some say that customer relationships should be in the center of all marketing. Bruhn's definition is as follows: "Relationship marketing covers all actions for the analysis, planning, realisation, and control of measures that initiate, stabilise, intensify, and reactivate business relationships with the corporation's stakeholders – mainly customers – and to the creation of mutual value" (Bruhn 2003, 11).

The results of relationship marketing have been proven through empirical findings and can be seen as cost savings, better profits and turnover. Retained customers probably recommend the company to others as well (Bruhn 2003, 5.)

'Relationship ladder' is used to describe different stages of a customer's loyalty in relation to a company. The relationship can develop into two different directions. A satisfied customer can become 'an enthusiast' of the company: uses the whole range of company's products and engages in positive word-of-mouth communication. On the other hand, when dissatisfied, a customer can become a 'terrorist', causing extra costs and turning other customers away (Bruhn 2003, 6.)

An interesting theory regarding the friends of Keltainen kirjasto is *the social penetration theory* and its eight aspects: interaction diversity, interaction uniqueness, replaceability and equivalence, openness, understanding of roles, informality, possibility and acceptance of criticism, and exchange efficiency. According to these principles the both parties of a business relationship learn more of each other as the communication deepens. The personalities gain more depth and breadth, i.e. the company learns more about the

customer's preferences, willingness to take risks etc, and the customer learns more about the company's products, manufacturing processes, employees etc. As this knowledge grows, the communication becomes more informal, open and efficient. Also the possibility and acceptance of criticism grows. Most importantly, as the relationship deepens, there is more trust which makes for better solutions (Altman and Taylor 1973, 129 cited in Bruhn 2003, 36.)

This process can be seen with some readers of Keltainen kirjasto: they visit all our events and book fairs, they comment the posts in social media, and they also express their wishes regarding the publishing program and express their disappointment in some decisions. These people – there are perhaps 10-20 of them – are extremely important as they create the laid-back atmosphere in the events and through them the company gets to hear the views of the readers. Reaching out to these people and deepening relationships with them seems feasible.

Regarding the breath and depth of Keltainen kirjasto, I think it is wise to show different sides of the company's personality – a playful and funny in some social media posts, more in-depth interviews showcasing the people behind the series (translators, graphic designers, editors) and general knowledge about the publishing industry in the monthly newsletters and podcasts, and finally, the most serious and professional texts should be found in the book covers. This way different customers in different situations may find aspects that touch them or that they find interesting, and make them want to learn more about the company and the books.

Part of the social penetration theory is the *process model of follow-on interactions*, according to which a customer makes a decision after the first encounter with the company whether to keep interacting with the company or to terminate the relationship. If the decision is positive, a second interaction takes place, and so on (Altman and Taylor 1973, 34, cited in Bruhn 2003, 38.)

Bruhn (2003) finds the social penetration theory a useful foundation for relationship marketing (Bruhn 2003, 39). In the case of Keltainen kirjasto the aspects regarding the depth and breadth of a relationship are useful on the company's side when building the relationship marketing model. However, when it comes to the other side, the customer, there is still too little knowledge and direct interaction in order to build a real two-way interaction with a large readership.

Bruhn (2003) states that as customer relationships are dynamic in nature, they can be presented with the help of two concepts: *the customer requirements life cycle* and *the customer relationship life cycle*. The life cycle concept has earlier been used in the area of product life cycles, where it is seen that a product has six development phases: introduction, growth, maturity, saturation, decline, and collapse. The same phases can be used with customer requirements and customer relationships as well (Bruhn 2003, 41.)

In order to conceptualise relationship marketing, Bruhn (2003) looks at the following questions: Which approaches should be taken into account when conceptualising and designing relationship marketing? What benefits would the customer life cycle concept bring? In what way would the concepts of perspective taking and the success chain influence the conceptualisation of relationship marketing? What relevance do the customers relationship perspectives have? How could we harmonise our own view with others' viewpoint of expectations and actual outputs? What would an idealised planning process of relationship marketing look like, when seen in phases of analysis, planning, execution of actions, and control? (Bruhn 2003, 41.) These are interesting questions that should be considered when planning relationship marketing of Keltainen kirjasto.

2.1.2 Reconceptualizing relationship marketing

One of the creators of the relationship marketing theory is Evert Gummesson, who states (2008) that relationships have always been an integral part of human activity, including commerce, but only in the recent decades have relationships become a point of interest for marketing research. He sees relationship marketing (RM) and customer relationship management (CRM) as a paradigm shift in marketing (Gummesson 2008, 334.) Paradigm shift occurs when "a science or discipline is given new foundation or new methods" (Gummesson 2008, 334), and this requires reconceptualization, i.e. new concepts.

Gummesson's suggestion (2008) is to replace the older idea of marketing mix, or 4Ps (product, price, promotion, place) with 30Rs, a theory of several relationships. With the rise of IT and quality management theory and organization theory, the interest has shifted from the old supplier–customer relationship to business to business (B2B), business to customer (B2C) and now with mobile technology, increasingly to customer to customer (C2C) relationships (Gummesson 2008, 5.) However, *customer centrality* as the prime target for business is non-implementable, and instead Gummesson suggests *balanced centrality* where in "long-term relationships and well-functioning marketplace all stakeholders have the right to satisfaction of needs and wants" (Gummesson 2008, 20).

Gummesson (2008) points out that *relationship marketing* is often presented as the opposite of *transaction marketing*. Transaction marketing means focusing on a one-shot deal, and often is the functional and realistic option. Relationship marketing, on the other hand, emphasises customer loyalty and moving customers up the loyalty ladder, whose levels are: prospect > customer > client > supporter > advocate. However, these two are not actually opposite, but transaction marketing could be seen as the zero point of the relationship marketing scale, where contact is established and the building of a relationship can begin (Gummesson 2008, 24-25.)

According to Gummesson (2008), *relationship marketing* is “interaction in networks of relationships”, and the core concepts of this ancient phenomenon are relationships, networks and interaction. *Customer relationship management* is defined as “techniques to handle customer relationships in practice”, and is dependent on both human action and information technology (Gummesson 2008, 5-7.) In order to be effective, RM and CRM should penetrate the whole organization and its culture (Gummesson 2008, 9). Relationship marketing is basically *one-to-one marketing* for the *segment of one*, but should also be directed to groups of like-minded people, *affinity groups*, which form *communities* (Gummesson 2008, 16).

Gummesson (2008) lists four fundamental values of relationship marketing and customer relationship management:

- 1) *Marketing-oriented company management*, which means that marketing and sales should not be separate departments, but functions that permeate the whole organization. For a publishing house, this means that the sales process starts from the editorial department, when decisions are made for which books will be published. E.g. now, with the increasingly important audio book market, it makes sense to publish books that would not necessarily be chosen for the printed list only, but which will work in the subscription services.
- 2) *Long-term collaboration and win-win* – a major marketing goal should be extending the duration of relationships. Both customer retention and attraction marketing for finding new customers, should be taken care of. For Keltainen kirjasto, this seems a viable strategy: satisfied existing customers perform the attraction marketing for the company when they talk about books they like to their friends and reading clubs.
- 3) *All parties should be active and take responsibility* – customer to customer interaction is important, and customers can and should make demands for the supplier. To me it seems this could be realized by encouraging communication at all levels.

- 4) *Relationship and service values instead of bureaucratic-legal values* – this means that all customers are individuals who are the source of revenue and should be in focus (Gummesson 2008, 20-22.) For a publisher today, this means e.g. that customers choose which format they want their books in: printed books, e-books or audio books. It is not for the publisher to make judgement between the formats and the “correct” ways to consume books.

The 30Rs of relationship marketing describe the mix of relationships between parties and specific marketing properties. According to Gummesson (2008), the first Rs (R1-R3) represent the classic market relationships: the supplier-customer dyad, the triad of supplier-customer-competitor and the physical distribution network. R4-R17 are the special market relationships, interactions in the service encounter or customer as the member of the loyalty programme. The rest are non-market relationships; R18-R23 are mega relationships that exist above the market relationships and concern society and economy in general, and R24-R30 are nano relationships, i.e. relationships inside an organization. Out of these relationships one should select the applicable Rs that suit the company and situation in question (Gummesson 2008, 36-39.)

Gummesson (2008) advises on how to perform customer relationship management (CRM). First, you should *identify* individual customers and find out how they could be reached. Second, you should *differentiate* customers by their values and special needs. *Interacting* with customers is important, and you should try to establish a *dialogue*. It is also important to *customize* and treat every customer as an *individual*, either through personal contact or with the help of an automated process – or both, I would add. Company should make the relationship a *learning relationship* (Gummesson 2008, 51.)

2.1.3 Relationship marketing readiness

Grönroos is one of the pioneers of relationship marketing and his original definition of relationship marketing is: “to identify and establish, maintain and enhance, and when necessary terminate relationships with customers (and other parties) so that the objectives regarding economic and other variables of all parties are met.” (Grönroos 2015, 281, cited in Grönroos 2017, 218). To his original definition, Grönroos has later added a *promise management* angle: “making promises through value proposition, enabling the fulfilment of individual expectations created by such promises, and fulfilling such expectations through support to customers’ value-generating processes” (Grönroos 2017, 218). In this article,

Grönroos (2017) introduces a model of *relationship marketing readiness* (RMR), which focuses on challenges in maintaining and enhancing relationships with customers (Grönroos 2017, 218).

This view takes into consideration the company-customer relationship after the original purchase: how does the company handle deliveries, giving out right information, contacting the customer, invoicing, maintenance, handling complaints, navigation of websites and so forth? Because of this, all of the company's employees can be called *part-time marketers*, since every contact is part of the promise given to customers. As Grönroos (2017) puts it, customer relationships are earned through service (Grönroos 2017, 219.) Keeping and fulfilling promises made by any part or member of the organization, be it sales, communication or pricing, should be considered part of the marketing process. These kinds of episodes, including the products itself, when combined, are called *interactive marketing* in service marketing (Grönroos 2017, 220.)

When it comes to assessing a company's ability for relationship marketing, two factors can be taken into account. One factor is, whether management is dominantly focused on customers' processes and resources or company's processes, and the other factor is, whether management has enough understanding of the *customers' definition of quality* (Grönroos 2017, 220.) The company should have relevant customer insight so that they are able to support the customers and help them reach their goals. The customer's perception of quality is two-fold: outcome-related technical quality and process related functional quality (Grönroos 2017, 221.) For Keltainen kirjasto, this would mean that the products, i.e. books, should meet the customer's expectation when it comes to quality, but also other processes, such as marketing communications and pricing, need to be of great quality. As Grönroos puts it: "The more the firm concentrates on technical issues, and functional, process-related issues are marginalized, or in the worst case neglected, the wider the gap between the firm's and the customers' definitions of quality can be expected to be" (Grönroos 2017, 221).

What would these theories on relationship marketing mean in relation to Keltainen kirjasto, then? The two-way disruption that the publishing industry is facing is sort of forcing the companies to become more customer-oriented, as customers are not using the former retail channels nor book formats anymore. How the customers are operating and what their preferences are, is not clear anymore. I believe, that the companies which understand customer behaviour sooner and better, will have a headstart in the new market situation.

2.2 IMC: Creating a more customer-centric perspective

In the previous chapter I introduced relationship marketing, its definitions, origins and principles with the help of Bruhn (2003), Gummesson (2008) and Grönroos (2017). Now it is time to see what relationship marketing is today, and how it could be utilized in the case of Keltainen kirjasto. I will introduce the concepts of *integrated marketing communications* and *customer-integrated communication*. What is the definition of IMC, what are its tools and channels? As can be seen later, relationship marketing tools could include different types of activities: newsletters, events, social media etc. Finally, it will be possible to decide which aspects of relationship marketing could be actual for Keltainen kirjasto, and what that would mean in practice.

2.2.1 Creating a suitable environment for IMC

In their article “Integrated marketing communication – from an instrumental to a customer-centric perspective” Bruhn and Schnebelen (2015) suggest that because of the rise of social media, new ways of IMC should be developed. According to them, a “customer-centric IMC is a balancing act between company’s own branding activities and the integration of customer-centric issues” Bruhn and Schnebelen (2015) also talk about the need to create an environment within the company where different departments take part in the IMC. (Bruhn & Schnebelen 2015, 464.)

Publishing houses have one advantage over other companies: their products are full of stories, so there is no need to artificially construct stories for marketing purposes. Bruhn and Schnebelen (2015) point out that in today’s world, dialogic communication is important, and customer-centric IMC “needs to be playful, interactive and open to co-creation” (Bruhn & Schnebelen 2015, 476.) A need to share reading experiences is somehow innate to people – therefore it should be rather simple to feed and create discussions on books from inside-out and outside-out. There are literature groups in social media, book catalogues can be shared beforehand, different kinds of competitions and lotteries can be organised.

Bruhn and Schnebelen (2015) also state that “IMC in the era of social media has to be relationship-oriented by directing a great deal of communication activities toward maintaining and managing long-term relationships with all internal and external stakeholders”. In order to reach this end, a company needs “an adequate customer database for generating information on actual customer behaviour” (Bruhn & Schnebelen 2015, 476). In the friends of Keltainen kirjasto, Tammi has a beginning of this kind of a database, and improving communication with this group is one goal of my thesis.

Bruhn and Schnebelen (2015) point out that necessary conditions have to be created within an organization so that multiple internal and external departments can co-create and collaborate (Bruhn and Schnebelen 2015, 484). I think there would be a lot of potential in the editorial departments – they could very easily create content for social media, content from the books they are working on, or on the whole publication process. It would also be useful to have the authors and translators talk about each others' work publicly – it can often feel difficult to talk about one's own book, but much easier to praise a colleague's work.

It is true that producing catalogues twice a year and sending out press releases now and then has not been working very well for many years. Social media channels are currently used, but there is a lot of systematization that could be done in that field. Also, activating readers and taking part in the informal discussion forums are areas where work remains to be done.

2.2.2 Tools for customer-integrated marketing communication

Finne and Grönroos (2017) have developed a customer-driven perspective on integrated marketing communication (IMC) which I find useful in the case of Keltainen kirjasto. According to them, developing IMC that helped the companies speak with one voice was a step forward, but not enough. The problem with this model was that it remained unclear whether the receiver recognized this voice and whether it affected him/her at all (Finne and Grönroos 2017, 445.) In the case of publishers, the inside-out-oriented customer communications would mean actions like placing an advertisement in Helsingin Sanomat, sending out a press release, printing a catalogue and sending it to bookstores, or listing the season's titles at the company web page.

Why is there a need for new ideas in marketing communications? The world where the customers live in has changed due to the increasing range of channels, different use of media and rapid technical development. Newspapers and magazines are no longer the only media, as internet and social media are commonly used by almost all Finns, and the customer can be active on several channels at the same time. There are new arenas for talking about books, such as Facebook groups like Kirjallisuuden ystävät (Friends of Literature) or Dekkariryhmä (a group dedicated for crime fiction). Many follow international arenas such as Goodreads. There are book bloggers and vloggers on YouTube, and many people get their reading tips from Twitter. It is also possible to follow and interact directly

with one's favorite author on Facebook, Instagram or Twitter. Because of these new arenas, companies now have much more data regarding their customers, that can be used in marketing purposes. In publishing, subscription services could in the future offer valuable, new kind of data for publishers: if the reader chooses this title, what else do they read? It will also be known if listening to or reading some titles is interrupted at some point, and what that point is. This might affect not only the marketing of books but also the editing processes.

Finne and Grönroos (2017) suggest a *communication-in-use* concept, "which is based on the value that emerges for a customer of messages sent by a communicator". This concept takes into consideration all messages from any source that surround the customer. These messages could come from the company, other customers, other companies etc. This concept takes its starting point in the *customer ecosystem*, and is built into a model: customer-integrated marketing communication (CIMC) where "a customer in his or her individual ecosystem, based on integration of a set of messages from different sources, makes sense of the many messages he or she is exposed to" (Finne and Grönroos 2017, 445.) Instead of the previous inside-out-oriented marketing, the dominant view at the moment is customer dominant, outside-in-oriented. This means that the customer should feel that after using a certain service they are better off than before, i.e. the service should provide value for the customer. However, companies are still more focused on the traditional, managerial way of sending out messages and making decisions regarding this process (Finne and Grönroos 2017, 447.)

Finne and Grönroos (2017) suggest that only the customer can define the instruments that influence him or her during the communication process. Their definition for marketing communications is: "Marketing communication is a process where a customer perceives an offering, product, service, company or person. It can be deliberated or embedded in context, visible or merely in the head of the customer. It can include experience, processes, activities triggering value-in-use for the customer, and can consist of several simultaneous senders. On the other hand, a sender has not to be involved at all, and parts of the perception may be sourced in the past, present or future, and the process is constructed on the customer's logic" (Finne and Grönroos 2017, 447.)

Marketing communication research has evolved during the recent decades. The traditional view focuses on a model where a sender (company) sends one message at the time to a receiver (customer). This is a linear process, such as executing a marketing communication campaign. This model was followed by traditional IMC, where communication uses

several channels, and is affected by the outside world. However, the process is still company driven, as the company tries to integrate all messages into one voice. Out of these messages the customer then constructs the brand image. C2C communication was the next step, where word-of-mouth was recognized as an important factor, and companies started to monitor their social media and sometimes offer an arena for their customers where they can discuss without the company interfering. Finally, research has taken into account what is being integrated and who is integrating. The companies must “listen to customers, find touchpoints where they actually meet their customers and understand them, thereby recognizing customer contexts and transforming messages to address customer meaning and value” (Finne and Grönroos 2017, 449.) Out of this rises Finne and Grönroos’ model where factors from customer’s ecosystem are used to create customer driven communication process where temporal and situational dimensions are taken into consideration. The temporal aspect takes into account customer’s past experiences and hopes for the future, and situational aspect includes both internal (motivation, abilities) and external factors (trends, family, competitors’ actions). In a customer-driven process like this, it is possible that most of the touchpoints or even all of them are outside of the company’s reach (Finne and Grönroos 2017, 449-450.) This may well be the case, but as a person working inside an organization, it seems reasonable to focus on the means that are still available, i.e. the touchpoints that exist within the reach of my organization. Therefore, my view is somewhat more traditional than the one Finne and Grönroos (2017) present.

According to the principles of CIMC, marketing communication should be seen as a service meant to be useful for the customer. Therefore, a communication message has only potential value, which – in the best case – offers value-in-use for the customer. In order for this to succeed, the company should understand its customer’s reality, network and ecosystem (Finne and Grönroos 2017, 451.)

Customer-dominant logic (CDL) is “a marketing and business perspective with a management approach that is dominated by customer-related aspects rather than products, services, systems, costs or growth” (Heinonen and Strandvik 2015, cited in Finne and Grönroos 2017, 452). Customer activity is at the center here, and a company should find types of messages and channels which have potential to facilitate customer’s value creation. The customer is in charge, and the company can only use technology to get customer insight and plan its communication activities and channels based on this insight. It must also be noted that customers’ value formation differs, some use several sources which impact can vary, while some are impacted by fewer sources (Finne and Grönroos 2017, 453.)

In order to create value-in-use for the customer, companies should focus on communication-in-use. Communication-in-use can be defined as “a customer’s integration and sense-making of all messages from any source, company-driven or stemming from other sources the customer perceives as communication, forming value-in-use for him or her for a specific purpose” (Finne and Grönroos 2017, 454). It can be experiences, processes and activities, e.g. a person interested in literature follows discussion related to literature in the newspapers, television, social media and bookfairs, and talks about experiences related to books at the library, bookstore or with their friends who are also interested in literature. They are not only exposed to marketing communication produced by Tammi, but also competitors in Finland and abroad.

“...no specific sender needs to be involved, and parts may be sourced in the past, present or future. - - This implies, for example, that strong memories or former experiences can form sources, but so can future-oriented goals, wishes or expectations as well.” (Finne and Grönroos 2017, 454-455). This means that customers’ past experiences also have an effect – perhaps they attempted to read a Keltainen kirjasto book when they were too young and therefore think that the books in the series are too complicated or boring. Or maybe a teacher or a famous person they admire might have recommended a certain title in the series, and therefore they value the series and see themselves in the future as someone very cultured, who has read all the books in the series. Perhaps a parent or a grand-parent collected the series, and they want to continue the same tradition. Or perhaps because of this they, on the contrary, see the series as old-fashioned. A source can be the President of Finland posing with a pile of Keltainen kirjasto books and a list of books still missing from his collection at the Turku bookfair (October 2018), or the Minister of Interior on Twitter posing in a hammock with a Keltainen kirjasto book (15th July 2020). Communication-in-use can consist of several, simultaneous messages, few messages, or absence of messages – if a company suddenly would stop its regular communication activities, customers might think the company is doing poorly or has ceased to exist.

The central idea should be re-thinking and turning the marketing communication from inside-out to outside-in, and focusing on the customer. A company should take into account that the influence of word-of-mouth has grown tremendously. They should start by locating the touchpoints and gaining understanding of the customer’s ecosystem and how customers react to communication messages and utilize them.

According to the CIMC model, messages may come from several sources: *company communication* (planned messages, product messages, service messages and unplanned messages), *societal communication* (regulations and norms, e.g. literacy is very highly

valued in Finland, there are campaigns for encouraging reading, books are read at school), *customer-to-customer communication* (social media communication e.g. literature groups on Facebook, word-of-mouth-communication e.g. a friend or a celebrity recommends a book), *competitor communication* (planned messages, product messages, service messages, unplanned messages, e.g. organizing joint events with competitors for a certain customer group, like teachers, can be helpful for everyone in order to reach a wider audience). What the customer makes of these messages is communication-in-use, and this determines the value of communication for the customer (Finne and Grönroos, 2017, 455-456.)

I will now look at the different message types more closely and discuss how they would relate to the CIMC of Keltainen kirjasto. The first message type is *planned messages* such as advertisement, direct mail and digital communication. In the case of Keltainen kirjasto that would mean the webpage, social media posts, advertisements and newsletters. The second type is *product messages*. For Keltainen kirjasto that would mean the book itself, cover design, the recognizable two yellow stripes of the series, the list of published titles at the back of each book, and the messages on the cover, or how a reader likes the book they are reading or have read before. The third category is *service messages* such as the service processes, queuing time, and the attitude and behaviour of employees. These touchpoints take place at the company bookstore, at book fairs, via email and phone when customers have queries, wishes or feedback, and at the events organized by the company. The fourth category is *unplanned messages*, that can consist of product failures such as typing errors or mistakes at the printer's, or problems with retailers, or problems with an author – such as J.K. Rowling's writings on transwomen, that have caused protests among her previous fans.

What affects how a certain customer receives and interprets these numerous messages and how the messages influence each other, depends on temporal factors (past, present and future) and situational factors (internal and external). The reception of messages is also affected by the customer ecosystem. This ecosystem includes communities, other customers, physical and virtual structures and several other factors (Finne and Grönroos 2017, 455-456.)

According to Finne and Grönroos (2017), developing IMC further towards this model is natural and also possible because of the power of customers, current media structure, growth of social media, big data and possibility for gaining individual customer insight. The most important question to ponder is how customers engage with the company's messages, while there are other, simultaneous messages that change and distort them. The

authors point out that although changing the perspective and finding correct practices is not easy, their CIMC model is about how to relate to customers and to their ecosystems (Finne and Grönroos 2017, 458.)

First, the company has to *make customers and potential customers engage with its messages*. In order for this to succeed, companies need more insight on how to effectively send messages that customers want to relate to and include in their communication-in-use. Knowing the customer ecosystem and planning the messaging accordingly, can also reduce costs. The company should try to engage with the customer's life, and try to convince them that the company's products are meaningful just for this customer: "everything can communicate or act as a source: a brand or a company, an ad or a product, an image, family members and friends, other customers, discussion partners on social media and so on. Communication in use can also be embedded in hobbies, everyday life or future expectations and goals." Finne and Grönroos recommend interactive dialogue with customers (Finne and Grönroos 2017, 459.)

The basis of CIMC is customer segmentation, and it has to be taken a lot further than before – ideally into segments-of-one. Practical matters such as cost can prevent this, but in that case creating customer archetypes and group characteristics is the solution and can be used as a starting point for CIMC strategies (Finne and Grönroos 2017, 460.) For this purpose, a survey among the readers seems like a good starting point.

2.2.3 The new relationship marketing: blending offline and online strategies

In order to put the principles of relationship marketing into use in a context on today, it is important to understand the whole spectrum of offline and online channels. Mari Smith has created a nine step program for growing one's business with relationship marketing. Smith (2011) says: "People have always done business with people they know, like, and trust. That's the essence of 'relationship marketing'. But now the popularity of online social networking has shifted our methods of connecting with consumers, stakeholders, and potential partners. Businesses that master both new and traditional ways of nurturing customer relationships are gaining market share" (Smith 2011, introduction.) According to Smith (2012), relationship marketing should use all types of marketing, online and offline. "Relationship marketing is an asymmetrical marketing process that requires in-depth, personalized understanding of customer needs and characteristics", and its intention is to "move all customers up the ladder of loyalty" (Smith 2011, xxv.)

Smith (2011) mentions the paradigm shift and sees it as a positive change, as the power has shifted from corporations to consumers, from dictators to citizens, and everyone is forced to greater authenticity and transparency, and to communicate in a new way. Conversation is the key word in today's relationship marketing (Smith 2011, xxv-xxvi.) Company's digital footprint can be easily seen and evaluated by everyone, and therefore it is important to control the quality of one's platform. It is important to listen to the consumers, who now have a voice, monitor what they say, and respond. It is also recommended to enhance relationships by blending offline and online strategies, i.e. meet people both online and in person (Smith 2011, xxviii.)

When it comes to social media presence, content and tone of voice are important. "Become a significant center of influence who is known for being an approachable, accessible expert who is gracious and warm to everyone", advises Smith (2011, xxxiii). The content in social media could be a mix of own expertise and other people's content, what matters is that the company provides its audience regularly a wide range of information. When it comes to Keltainen kirjasto, this seems like an area that could further be developed in Facebook communications. When resources are scarce, picking and sharing quality content from other literary sources – international authors, translators, bookstores, media – seems like a viable option.

Smith (2011) appreciates e-mail marketing even though mentions some experts have doomed it dead, and believes it still is an effective part of a marketing mix. "E-mail is the one communication online that is extremely intimate. - - So the more you can make your communication sound like you are writing solely to that individual person, the more effective your relationship marketing will be" (Smith 2011, 184.) This is encouraging when it comes to Keltainen kirjasto newsletter. It is also worth noting Smith's idea of making the message as personal as possible.

Some of Smith's (2011) advice, especially on the technical side of social media has dated, but her views regarding the need of personalized in-depth understanding of customer needs and characteristics, and the importance of conversations both online and in person seem valid, and I will certainly utilize them later when planning the relationship marketing of Keltainen kirjasto.

2.2.4 Engaging the customers

Sending effective messages and engaging the readers seems important for a small actor like Keltainen kirjasto. Fill and Turnbull (2019) encourage checking three components for

improving source credibility of one's messaging: 1) the level of perceived expertise, i.e. how much relevant knowledge the source possesses 2) personal motives the source is believed to possess 3) the degree of trust that can be placed in the source. For attaining these goals, they recommend listing the key attributes of the product or organization, using third party endorsements and comments of satisfied users (Fill and Turnbull 2019, 608.) These aspects can rather easily be included in the Keltainen kirjasto messaging. Repeating the long history of the series and the number of Nobel prizes add to the perceived expertise, famous readers could be used to comment on their reading experiences, and satisfied readers should be given room to talk about their positive experiences.

Credibility can be established by a spokesperson, and Fill and Turnbull (2019) list four main types of spokesperson: 1) the expert 2) the celebrity 3) the chief executive 4) the consumer (Fill and Turnbull 2019, 610). Finding spokespeople of each kind seems possible in the case of Keltainen kirjasto.

Also, a message balance is important, i.e. the amount and quality of the information and the way a message is communicated are important to take into consideration. Messaging can be product-oriented or customer-oriented, which means that it is based on feelings and emotions (Fill and Turnbull 2019, 611.) It seems that a certain mix of these two would be appropriate for Keltainen kirjasto. The readers need to know which books have been published and when, but even more important is that the messages raise emotions regarding the books, authors and stories. Related to this, is the message appeal; is it soft-sell i.e. raising human emotions, indirect in nature, conveying a certain atmosphere, or hard-sell, i.e. direct and sales-oriented (Fill and Turnbull 2019, 613). Again, a soft-sell appeal seems more appropriate for Keltainen kirjasto, with maybe some hard-sell aspects added, as "the correct blend of informative and emotional elements" lead to persuasive effectiveness (Fill and Turnbull 2019, 613).

User-generated content (UGC) is another useful concept related to relationship marketing. It can be produced with crowd-sourcing i.e. paid content produced by the public, or it can include open-source materials, if people voluntarily offer ideas and materials without invitation or reward from an organization. Third type of UGC is friendsourcing, when the public exchanges ideas and information without any direct communication with an organization (Fill and Turnbull 2019, 636.) In the case of Keltainen kirjasto, crowd-sourcing does not seem like a viable option because of the restricted resources, but the two other types seem like something that should and could be encouraged.

2.3 Summary and development ideas based on literature

To summarize, I will shortly go through the highlights of each text introduced in this chapter and take note of the most useful theories and ideas. Then I will try and combine these ideas into concrete actions in order to develop the relationship marketing of Keltainen kirjasto.

For a traditional book series such as Keltainen kirjasto, and a book series in general, having durable, strong relationships with readers, like Bruhn (2003) suggests, seems viable. Gummesson's (2008) idea of establishing an active dialogue with customers also seems like something Keltainen kirjasto could easily achieve and maintain. Grönroos (2017) emphasises getting customer insight and finding out customers' definition of quality. The importance of paying attention to processes and customer touch-points should be understood. Because of the reasons mentioned above, it makes sense to develop relationship marketing of Keltainen kirjasto.

When it comes to relationship marketing readiness (Grönroos, 2015), I would say that in the case of Tammi, readiness is there, as the company's attitude is that customers are allowed to make decisions according to how they want to consume books. Data regarding customers and their specific needs is however missing. What is e.g. the *customers' definition of quality*? (Grönroos 2017, 220) The company should have relevant customer insight so that they are able to support the customers and help them reach their goals. In order to get this data, a customer survey would seem like a good starting point. Based on the customer profile, other relationship marketing actions could be planned.

When planning the survey, Gummesson's (2008) ideas seem relevant: First, individual customers should be *identified* and it should be established how they can be reached. Second, customers should be *differentiated* by their values and special needs. *Interacting* with customers is focal, and a *dialogue* should be established. It is also important to *customize* and treat every customer as an *individual*, either through personal contact or with the help of an automated process (Gummesson 2008, 51.)

Once the customers have been identified, the company should start building meaningful relationships with customers and move them up the loyalty ladder little by little. The social penetration theory as mentioned in 2.1.1 is useful for deepening relationships with customers and showing them different sides of the company's personality. The more intense the relationship, the more effective all these dimensions become. Therefore it is important to maintain a certain pace in the communications, plan and put into action regular newsletters, social media posts, and events.

One aspect that is mentioned in almost all theories above, is advocats (Gummesson) or superfans (Smith) or spokesperson for creating credibility (Fill and Turnbull). It seems important to think of a way to take this into account. One idea I would like to try out is the concept Reader of the month, an interview of someone talking about their favourite Keltainen kirjasto books.

Another aspect that is also mentioned several times is C2C or attraction marketing or creating a community or power of recommendations. It seems clear that there needs to be a way to make customers talk with each other. The natural platform for this seems to be social media i.e. Facebook and Instagram. Some discussions could also be created face-to-face during events.

When it comes to types of messages to customers, i.e. soft-sell vs. hard-sell (Fill and Turnbull 2019, 613), I would tend to go towards soft-sell – creating emotions and atmosphere – with some direct hard-sell components like offers and links to the webstore. User-generated content, UGC, (Fill and Turnbull 2019, 635) should definitely be utilized, especially when it comes to creating content for the social media accounts.

For extending the relationship with customers that Gummesson (2008) mentions, there are several ideas like talking about the books that will be published next season and thus creating interest, using author brands and translators to tie authors together (Kristiina Rikman, a beloved translator of Alice Munro is now the translator of Elizabeth Strout, and actually found her – this is a huge recommendation for the readers). The ideal customer is naturally someone who strives to collect the whole series, purchases every title and talks about their enthusiasm to others.

Finally, when it comes to creating relationship marketing of Keltainen kirjasto according to the principles laid out in this literature review, it all begins by getting to know the customer and their ecosystem better. What kind of messages and touchpoints would create value-in-use for them? Like Finne and Grönroos (2015) say, customer activity is at the center, and Tammi should find types of messages and channels which have potential to facilitate customer's value creation. Social media posts that are easy to share, interesting events where a community can be created... Once it is known who the readers are, what interests they have, on which arenas they like to operate, what they hope to get from the publisher and how they like to interact with each other and the publisher, it is possible to cre-

ate and implement a customer integrated marketing communication plan for Keltainen kirjasto and that is what I attempt to do and describe in the following chapters. Next, I will discuss the methodology of my study.

3 Methodology

In this chapter, the methodology of this study will be introduced. My research will be a case study and mainly qualitative by nature. I will first introduce general principles of case study research to explain why I chose it as my research method. In the following chapters I will then go through the objectives of my case study and explain the context, research method, timetable and data collection and analysis methods.

3.1 Objectives of this case study

As stated before, the research problem of my study is: How to strengthen the relationship with current and potential readers, and the objective is to develop marketing communication in order to strengthen this relationship. The results will be measured against the membership of Keltaisen kirjaston ystävät.

To find out what the company finds essential, I had a meeting with my thesis instructor and Tammi's Marketing and Communications Director and Editorial Manager for Translated Fiction on September 12, 2017. We had a fruitful discussion on the objectives of this study.

The first target for Tammi is to gain more customer insight. They would want to have better defined customer profiles (target groups). There have been several surveys (price study, reader study, consumer study) but the data has not been used or analyzed. They hope that I would do it within this project. There are several interesting questions to look at: How to reach the readers more effectively? What is the current situation regarding the marketing and communications related to Keltaisen kirjasto – what has been done, what has been successful? What about a possible loyalty program, would that increase sales? Another big theme that came up is branding: defining the Keltaisen kirjasto brand and possibly finding ways of renewing it. And finally, how to communicate the brand image to the readers effectively? Defining the books and authors with the biggest potential would also be useful. We all agreed that Keltaisen kirjasto is very important to Tammi, and everybody in the company seems committed to take care of it.

This discussion showed that a lot of crucial information is missing. However, the scope of my study needs to be narrowed down, and I decided to leave out the questions regarding brand. The Keltaisen kirjasto brand is already very strong, and regardless of the results, there are limits to what I could do to the brand. Therefore I decided to focus on the customers and building relationship marketing with them.

The need for more customer insight can be formulated into a question: Who are the readers of Keltainen kirjasto? This I will find out with a survey. The survey will also give answers that can help establish the objectives of my next research question: How would the readers hope that Keltainen kirjasto communicates with them? There are a couple of research areas that I would possibly be interested in including in my study: The analysis and development of social media platforms for Keltainen kirjasto, and the possibilities and evaluation of the impact of the e-mail newsletter. Based on the results of the survey and pilot projects, I will answer the most important research question: How to develop marketing communication of Keltainen kirjasto to strengthen the relationship with the current and potential readers?

The need for more information is pressing, as the before-mentioned disruptions change the industry drastically. The Finnish publishing industry has made some surveys regarding the change in reading habits and consumer's purchasing behaviour (cited in Mikkola 2018), and I will use these as a background for my study in which I will look more closely at the customers of Keltainen kirjasto. It will be interesting to compare their behaviour to that of public at large.

According to recent studies, reading has been polarized between people who read a lot, and others who are completely estranged from literature. Suomi lukee (Finland Reads) study shows that between 2008 and 2013 the amount of heavy users who purchase more than ten books per year, has diminished the most. The importance of this group is significant. E.g. in 2013 their portion of all respondents was 14 %, but they purchased 51 % of all books. Although book has maintained its status as a valued gift, the importance of active book buyers is crucial to the industry (Mikkola 2018.)

The biggest divisions in purchasing habits are drawn according to education and municipality of residence. According to Suomi lukee study a typical heavy user of books is a highly-educated forty-something female living in the capital area. A person most likely to avoid purchasing books is a fifty-something male living in the Eastern Finland and with little education. (Mikkola 2018) In Germany, it has been noted that fewer people buy books, and buying books has been polarizing. In the latest Suomi lukee study the share of people buying 1-2, 3-5 and 5-10 books has remained the same. The ones buying over ten books per year are the ones whose behaviour is the most concerning, since their meaning to the industry is substantial (Mikkola 2018.)

Although very well done, this report is already quite dated since the industry is changing so rapidly. There is a need for more recent study. It will be interesting to see whether these findings apply to the customers of Keltainen kirjasto.

3.2 Introducing research strategy, paradigm, research logic and ethics

In my study, I chose to apply the principles of case study research. By definition, a case study is: "A strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence" (Robson 1993). This research strategy seemed apt to my situation, as I want to study relationship marketing of a book series in a context where a two-way disruption is on-going within the publishing industry. I will realize an empirical investigation on who the clients of Keltainen kirjasto are, and then investigate which actions of relationship marketing will be useful. The sources of evidence are multiple, as I plan to complete a survey, and in addition collect digital data on newsletter and social media processes to find out which actions are effective.

When it comes to my research questions, they start by "who" and "how", and as Farquhar (2012) states, case study research suits situations where questions like "when, how or why" are being asked, when the researcher has little control over events, and when the focus is on a contemporary phenomenon. It is also used when a phenomenon is studied within a context, like mine is: Marketing a book series during the disruption of a publishing industry. Farquhar points out that this can be very advantageous especially for business researchers, as they can look at a phenomenon within a certain company, department or industry (Farquhar 2012, 6.)

An essential part of case study research, according to Farquhar (2012), is to use several different sources of data within the case or cases. These sources could include both primary and secondary sources – primary sources can be surveys, interviews etc., and secondary sources i.e. internal documentation or industry reports. By using several sources, the findings of the research are strengthened, as the evidence is triangulated. A concept of triangulation is important for case study research, as looking at a phenomenon from different perspectives gives more support to the arguments made based on the study. Case study research also enables a phenomenon to be studied for a longer period of time – this is called a *longitudinal study*. "Longitudinal studies are not as common as they should be in business and management, and great insight can be gained by looking at a business

phenomenon over a year or longer” (Farquhar 2012, 7). My situation is suitable for a longitudinal study, as I work within the company where the research is being made, and the timeframe can be extended for over a period of several years.

Case study research is sometimes being criticized for not being objective and rigorous enough, but Farquhar (2012) states that when a researcher is immersed in their case or cases, subjectivity is understandable and can be expected. She also says that a sufficient rigour can be attained in a case study, if the philosophical approach is stated at the beginning, and data collection and analysis are justified at each step of the research. Also, lack of generalizability should not be a concern, as case studies do not aim for generalization (Farquhar 2012, 10.)

My study follows *interpretivist paradigm*, where the interaction between researcher and their participants is important, and findings can be co-created during their interactive dialogue (Farquhar 2012, 19). My research logic is deductive, as I will test theories on relationship marketing by carrying out several implementations. By observing the results of the implementations, the theory will either be confirmed or rejected. A deductive process can be described like this (Farquhar 2012, 24):

theory > hypothesis > observation > confirmation

My deductive study process will start by composing a literature review, in which I will introduce several theories and models on relationship marketing, and based on them and my own survey, I will form a hypothesis on how the relationship marketing of Keltainen kirjasto should be realized. I will do a survey which will help to plan suitable implementations. Then I will carry out those implementations, observe them and note the results. This will hopefully help confirm the hypothesis that I formed at the beginning of this process. In the case of deductive research, the results can often be generalized to a population (Farquhar 2012, 25). However, in this case I do not expect the results of my study to be useful as such in all book marketing in Finland. Keltainen kirjasto as a series is very special, and its readers are not necessarily representative of the whole population. The similar principles could perhaps be used when it comes to other well-known book series, or certain groups of readers.

My study will be a longitudinal case study that will have an *embedded-research design*, in which the context remains the same, but the case includes several embedded units of analysis: a survey, and also other means of data collection of the implementations that will be tested during a long period of time.

Case study allows the combination of quantitative and qualitative data, which is one of the reasons for choosing it for this subject matter. This research will be qualitative by nature, but I will collect some quantitative data as well in order to build the picture.

Research ethic is an important aspect in this study. The data collected in the survey will not include personal information that could harm the respondents. However, to insure the privacy of the respondents, personal information will be collected as a separate file that cannot be linked to the survey answers.

Also, confidentiality is naturally important in this study. My intention is to provide a useful contribution to my company, and not give out any classified information. Exact numeric data of the company in question will not be released. Instead of i.e. exact sales figures, I will use percentages to show the changes in sales numbers.

3.3 Scope and schedule

I will conduct a survey in Spring 2018, and its results can be used to plan CIMC actions for Keltainen kirjasto. Year 2019 is the 65th anniversary of the series, and timewise a good moment to implement the plan, since the customers will be expecting some special activities then. Also, the company is willing to invest on Keltainen kirjasto during the Jubilee year, which helps me realize pilot projects just then. When it comes to scope, my study will concern only one series of translated fiction, Keltainen kirjasto, not domestic fiction or other types of translated fiction. I will also leave out traditional marketing done for the series, such as advertisements.

The schedule will be as follows:

Fall 2017:

Research proposal finished by the end of year 2017. First meeting with the key personnel of Tammi.

Spring 2018:

A customer survey via e-mail for the 1000 friends of Keltainen kirjasto in February; the aim is to get 200 responses; analysis finished in April 2018.

Presentation of the survey results to the key personnel at Tammi in April 2018.

2018—2019

Trial period of the new concepts designed based on the survey results. Year 2019 is the 65th anniversary of Keltainen kirjasto, which is a perfect time for bringing about new ideas and implementations.

2020

Results collected by the end of 2019 and during 2020. Reporting and finalization of my thesis. Implementations still on-going.

3.4 Data collection and analysis

In order to fulfil the objectives of my research and find answers to my three research questions, several data collection methods need to be used. There will be two types of sources, primary sources and secondary sources, and the data collected will be both quantitative and qualitative by nature. The data used, source type and data type will be presented in a chart below (Table 2).

Table 2. Data sources and types of my study

Data used	Source type	Data type
Market research reports	Secondary source	Qualitative and quantitative
Annual reports of SKY	Secondary source	Quantitative
Survey (semi-structured questionnaire)	Primary source	Quantitative and qualitative
Data on newsletter reception	Primary source	Quantitative
Data and observation on social media activity	Primary source	Quantitative and qualitative
Observation during events	Primary source	Qualitative
In-house sales reports	Secondary source	Quantitative

Several sources of secondary data will be used. In order to get an overview of the book market, I will use market research reports and data collected by Suomen kustannusyhdistys. These reports will also be helpful when comparing Keltainen kirjasto customers to average book buying public. I will also be able to get in-house reports from the company. With this data I will, to a certain extent, be able to measure the effectiveness of the implementations. The sales data on Keltainen kirjasto offers some insight into the effectiveness of these marketing communication actions, although this is not the whole

truth as they are affected by several trends in the market and society as a whole. However, it will give some insight into how Keltainen kirjasto is doing as a brand during the years 2018 and 2019.

To find out who are the current readers of Keltainen kirjasto (RQ2), I will conduct an online survey in Spring 2018, and with the help of that I will be able to do a readership profile and find out what are the most suitable communication methods for these customers. The survey will be a semi-structured questionnaire. I will first test it among colleagues, and make improvements based on their comments. My research instrument is a Webropol survey. The survey will reveal two types of data: quantitative (customers' age, gender, number of books purchased etc.) and qualitative (open questions and feedback).

The questionnaire will include questions concerning age, gender, geographical location, education, hobbies and interests, preferred media etc., which help in performing customer segmentation. The survey will bring out a lot of information on Keltainen kirjasto customers, and I will only use part of it in planning pilot projects for implementation. For example, creating customer segments is not what I will focus on in my study, but the information is there to attain at some other moment, if needed. The Net Promoter Score (NPS) is something that can be measured in this survey. One focus of the survey will be in finding answers to my research question 3: How would the readers hope that Keltainen kirjasto communicates with them?

When creating the survey I contacted Webropol and received valuable information from them, such as: It is useful to practice with the form before finalizing it; visuals are important; Likert scale gives you more information than multiple selection; giving the contact information on a different form linked to the survey is more secure; it is wise to think about how to motivate the customers to answer – will it result to better service etc.; always use open questions too; it is possible to separate answers according to sex, area, age etc. – which things interest which groups? I understood that making the survey look appealing will make customers more eager to participate. The survey can also be seen as marketing, and therefore should visually be tied to the brand. Prizes are an effective and low cost way to make clients answer the survey; therefore five Keltainen kirjasto books were given out as prizes.

As the survey is the basis of my work, I will use chapter 4 for its analysis. The survey will be analysed question by question; when it comes to quantitative questions, I will draw charts of the emerging trends. With open questions I will code and group the comments

(positive, negative, suggestions). The survey results will be used for determining which implementations should be executed.

In chapter 5 I will explain which implementations were executed and what kind of data they yielded. I will also analyse this data in chapter 5. Data stemming from these implementations will consist of statistics obtained via newsletter tools and social media tools. There are certain tools that the company uses for measuring the effect of different types of actions, opening percentage of newsletters, how well the special offers work at the company webstore, i.e. the clicks and the amount of purchases they prompt. This data is collected using Google Analytics and other measuring devices, and I will be able to utilize these when I need to measure the effectiveness of my actions. This data is quantitative by nature. Some of this data concerning social media is obtained via observation, as is the case with the quality and content of messages and comments received.

I will also use observation as data collection method during events. I will observe the verbal and physical behaviour of the customers, see how long they will stay, their gender and age, and their buying behaviour, and note this information in a working diary. This data is qualitative by nature, and I will analyse it by coding and then comparing data from different events to see if there are similarities or changes in customer behaviour.

After the implementation period I will be able to triangulate data collected through survey to that obtained during implementations – to see what customers said they do and prefer, and what they actually did. The final result of my project will be measured as the number of people on the mailing list, i.e. the membership of Keltaisen kirjaston ystävät. The target is not only to increase the number, but also to activate these people so that they would open the letter more often and click on the links it contains. I will also monitor the number of followers of Keltainen kirjasto on Facebook. When all of this data is combined, it can be decided whether my hypothesis was correct and implementations were effective, and it will be possible to answer my main research question: How to develop marketing communications of Keltainen kirjasto to strengthen the relationship with the current and potential new readers? This knowledge will help develop the marketing communications in the future.

4 Findings of the readership profile

In this chapter I will analyse the findings of the survey carried out in Spring 2018. With the survey, I wanted to find out answers to these research questions: Who are the current readers of Keltainen kirjasto? And: How would the readers hope that Keltainen kirjasto communicates with them? The results of the survey were very clear and brought out new information regarding customer profiles.

4.1 Survey results

The survey period was from 16 May to 31 May 2018. The Webropol questionnaire was sent out as a part of Keltainen kirjasto newsletter and shared at Tammi's and Keltainen kirjasto's Facebook site. After a week it was posted for a second time. Interest towards the survey was surprisingly high – I received 782 responses in total.

The first questions concentrated on creating a readership profile for Keltainen kirjasto with the help of questions concerning demographics of the respondents. Of the respondents, 78 % were women. However, nearly 20 % were men, which was surprising, as the mantra has for a long time been that only women read and that only women purchase books.

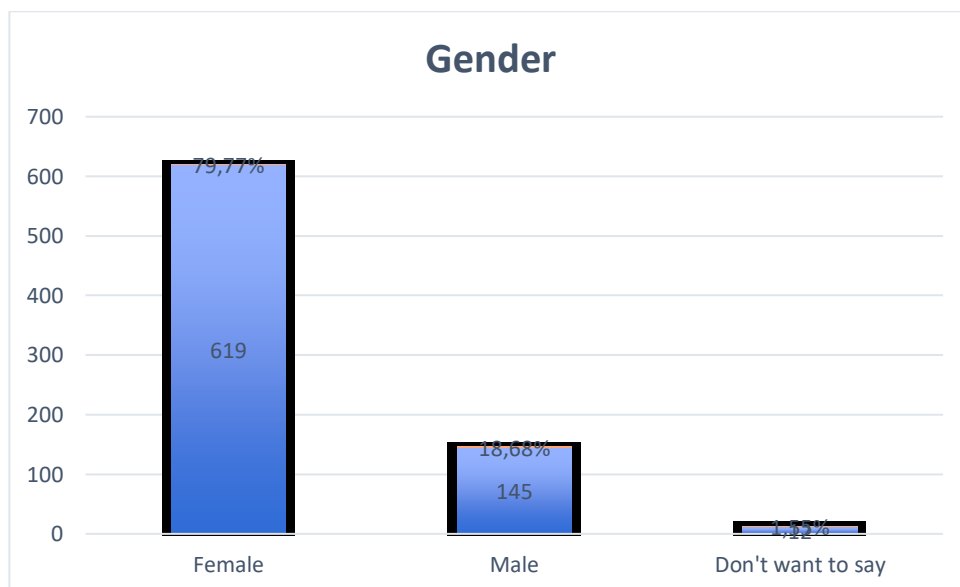


Figure 1. Gender of the respondents

When it comes to age, 81 % of the respondents were working-age. This was somewhat surprising as it has been thought that the main target group of Keltainen kirjasto is women over 55, and that readers in general are mainly retired women. The biggest age group was 35-44, people in their active years.

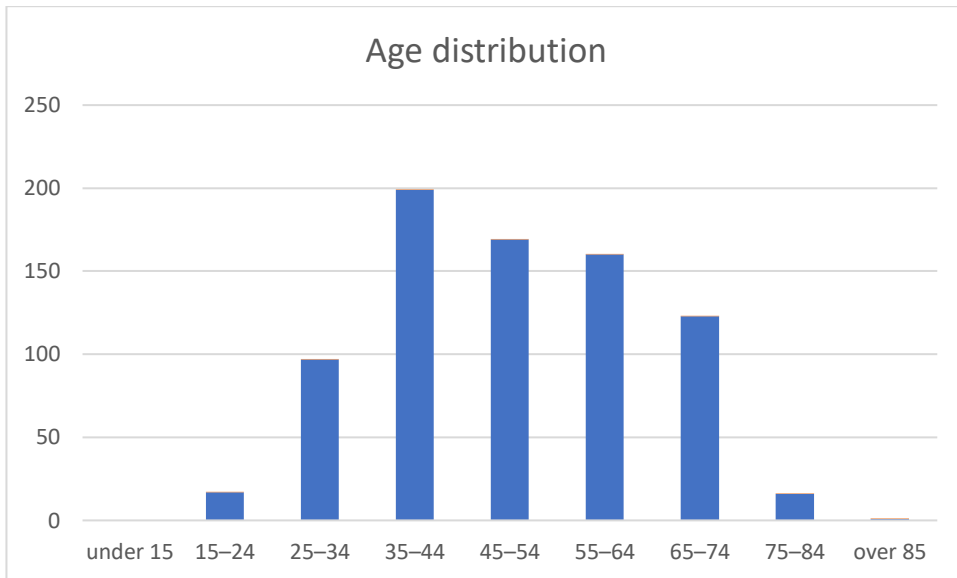


Figure 2. Age distribution

When asked about their *profession*, 22 % said they were retired. The majority of 61 % were professionals, employees, clerks and managers. 6 % were students, 5 % non-employed and 7 % entrepreneurs.

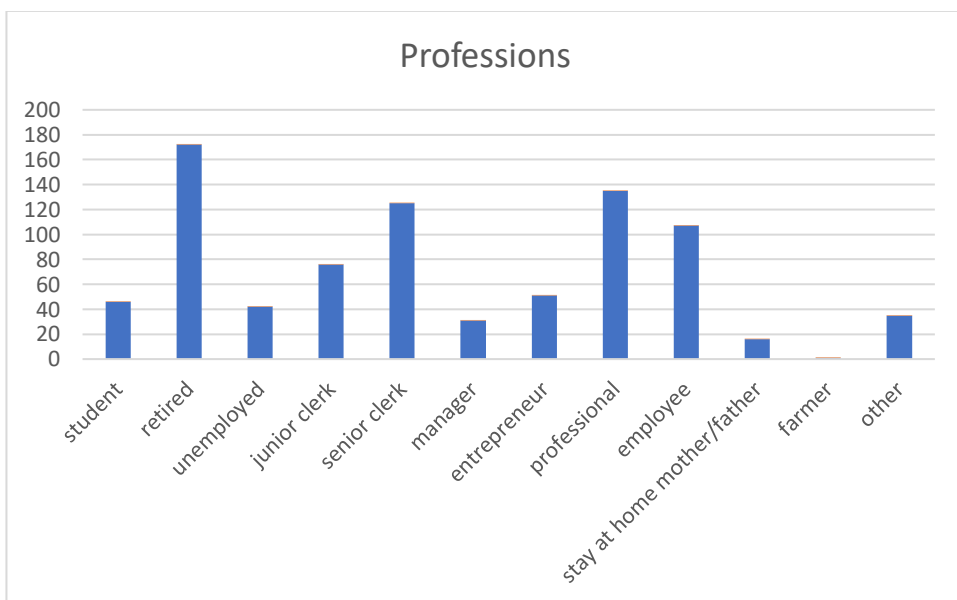


Figure 3. Professions

Geographical data also brought some surprises. Big cities were well represented, as had been my guess: Half of the respondents were from the Helsinki metropolitan area, and 10 % from Tampere. Turku was big for its size, almost 8 %. Like Turku, some cities were "bigger" than their actual size; these were Pori, Kuopio, Joensuu, Hämeenlinna, Vaasa, Seinäjoki, Rovaniemi and Mikkeli. This could be explained by the presence of universities and other institutions of higher education, or active cultural life – in Seinäjoki there is a famous library designed by Alvar Aalto – maybe this raises the cultural profile of the whole

city. There were also cities that under-performed: Kouvola and Lappeenranta. This part of data could also be interesting to bookstore chains such as Suomalainen kirjakauppa, when they choose locations for their shops or plan their shelving systems.

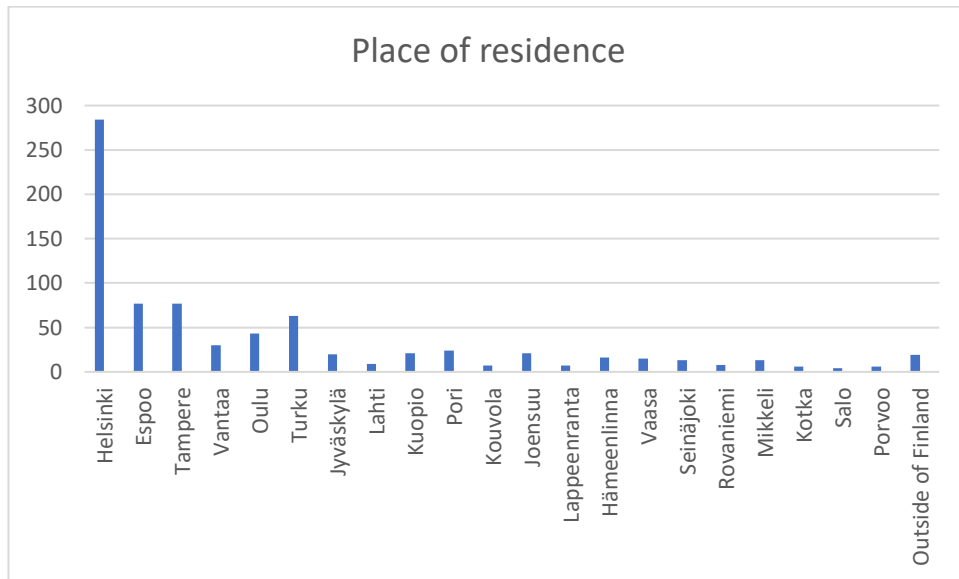


Figure 4. Place of residence

Reading habits interested me, and when asked how many books the respondents read during one year, it turned out this is a group of avid readers: nearly 70 % reads over 20 books per year! Unfortunately my scale only mentioned 20 and up, so there are no precise numbers from there on. Maybe a more precise scale would have been needed there. 7 % reads 6-10 books per year, 12 % said they read 11-15 books per year, and 9 % between 16-20. The numbers are surprisingly high.

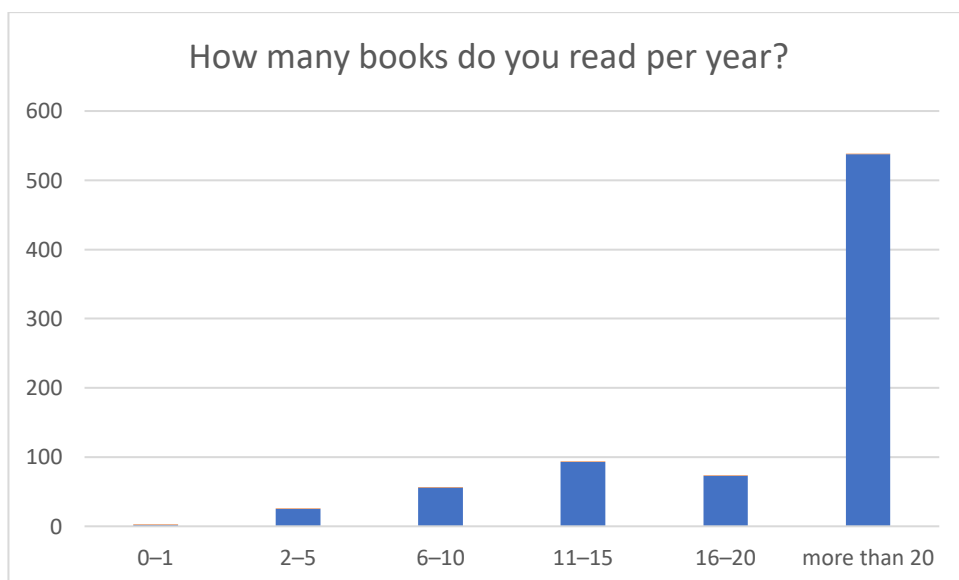


Figure 5. How many books do you read per year?

Question number 6 was: *How many books do you buy in a year?* 25 % say they buy 2-5 book per year, 28 % buy 6-10 books per year, 15 % buy 11-15 books per year and 25 % buy more than 16 books per year. The readers of Keltainen kirjasto support the publishing industry by purchasing lots of books, since 40 % of them buy more than 10 books every year. The reports (Mikkola, 2018) stated worry on the behaviour of the people buying more than 10 books a year that support the whole industry, but it seems that when it comes to Keltainen kirjasto, it is not something that we need to worry about.

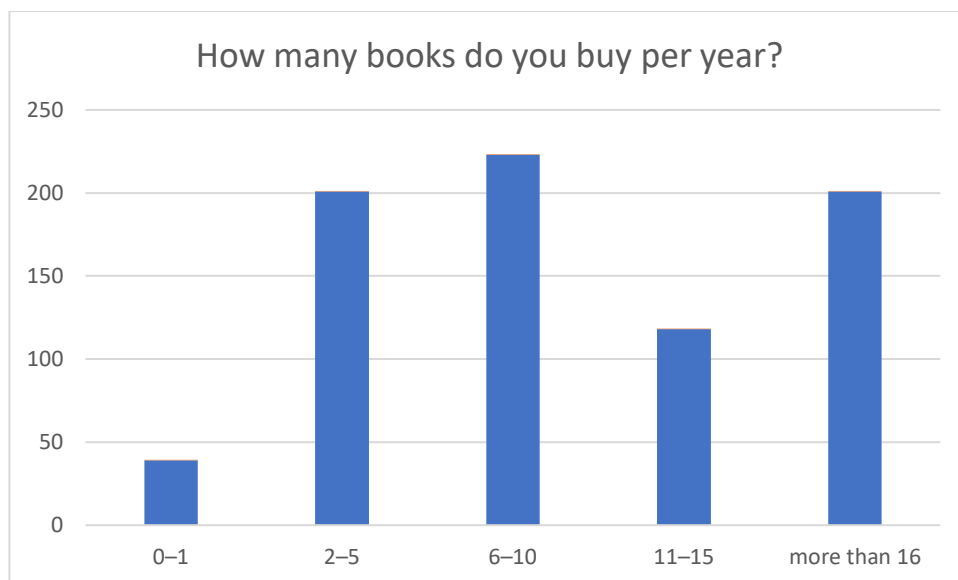


Figure 6. How many books do you buy per year?

Question number 7 was *Where do you get your books from?* Here it was possible to give multiple answers, and library and bookstore were the two favorites. Nearly 59 % say they use libraries and 56 % says they buy their books in a bookstore. 38 % of the respondents use webstores, and 33 % purchase used books. 5 % uses subscription services. If the survey had been done one year later, this number would probably been much higher, as the digital formats consist around 40 % of Tammi's sales in 2020. What is suprising here is that 38 % use webstores, as webstores in general are only around 10 % of the book market in Finland (Mikkola, 2018). Based on these findings, it can be stated that the readers of Keltainen kirjasto are actually forerunners in new services and technologies, not people stuck in dusty classics and traditional ways.

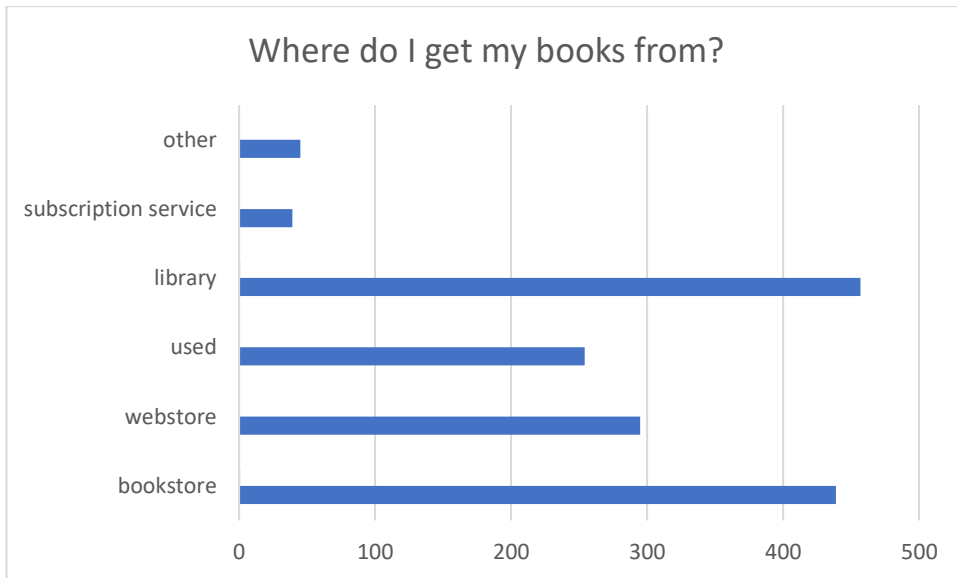


Figure 7. Where do I get my books from?

When asked *where the readers find information regarding books*, several answers could be given. 65 % mentioned newspapers and magazines. The second was social media, nearly 62 %. Publisher's catalogue or web page, a friend's recommendation, bookstore and library were mentioned by 40 % of the replicants. Browsing the internet and following a certain author or book series was mentioned by nearly 40 % of the respondents. Blogs (29 %), publisher's newsletter (27 %), webstore (26 %), advertisement (22 %), and best-seller listings (14 %) were also mentioned. The least effective was "because of a movie or a tv series", which was chosen by only 6 %. This means traditional communication efforts which focus on getting author interviews and critiques to media still have a meaning. Social media has become very important, and therefore focusing on building the presence of Keltainen kirjasto on social media platforms seems useful. One interesting finding was that traditional advertisements do not have a significant meaning, even the newsletter got more mentions.



Figure 8. Where do I get information on books?

Question number 9 was: *What affects your choice of books?* As purchase influences 82 % mentioned the author. 74 % said the book's genre or subject matter was significant. 61 % mentioned positive reviews. Also description of the book (51 %), recommendation (49 %) and the book being part of a series such as Keltainen kirjasto (48 %) were mentioned. Affordable price and cover design were mentioned by 20 % of the replicants. Less important factors were Nobel Prize, familiar protagonists and suitability as a gift. This was interesting, since it has been believed that majority of books are purchased as gifts. This is not true for Keltainen kirjasto readers.

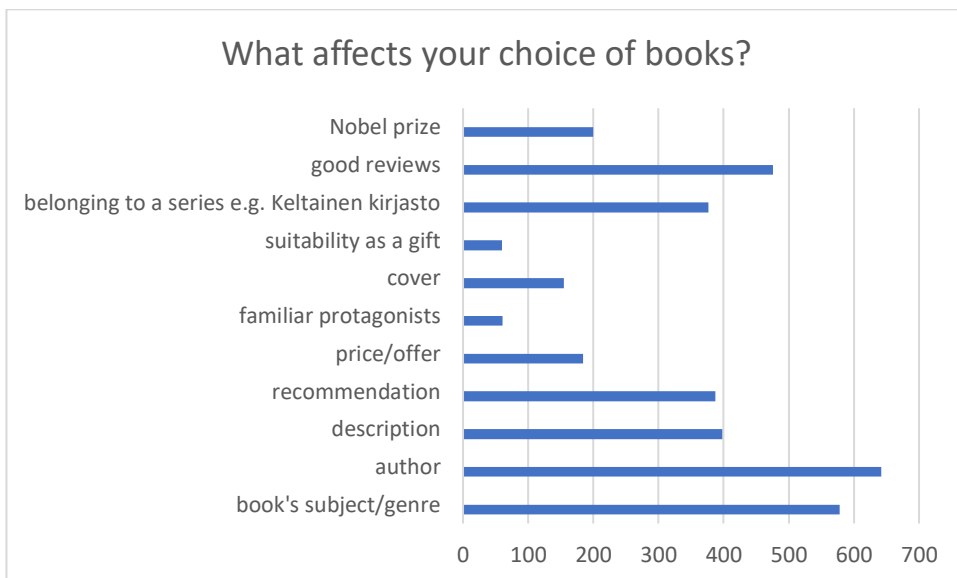


Figure 9. What affects your choice of books?

Question number 10 was *Which media channels do you follow?* Internet (87 %), social media (81 %) and newspapers (77 %) were the most important channels. Less important were tv (68 %), magazines (54 %) and radio (47 %). Podcasts were mentioned by 16 % of

the readers, which is a high number regarding the novelty of podcasts as a form of media. This also strengthens the image of Keltainen kirjasto readers being forerunners in new technology and curious of new channels.

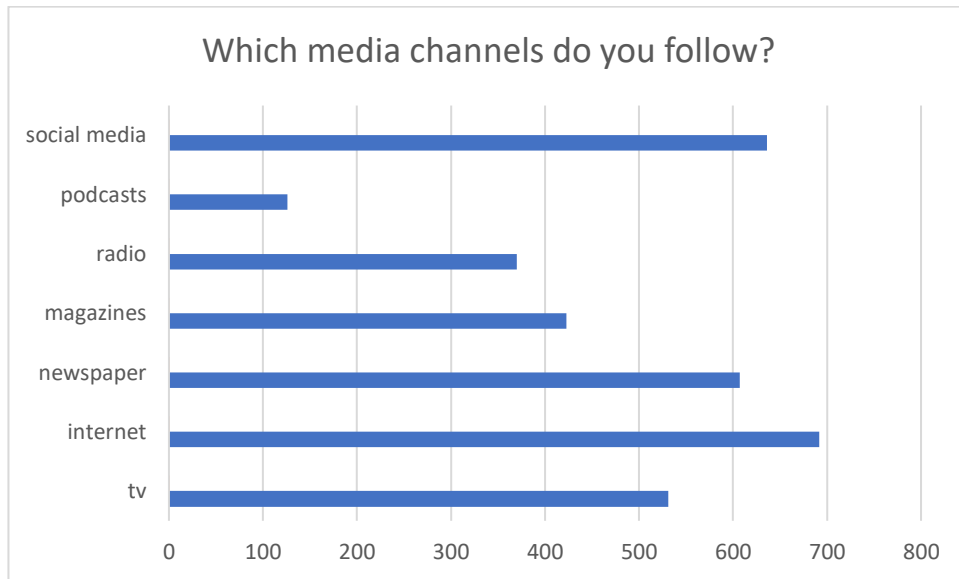


Figure 10. Which media channels do you follow?

Question number 11 was *Which events have you taken part during the past year?* The intention was to find out where we can meet the readers in person, and also what kind of events they like. 30 % said they had not taken part in any events, but this leaves 70 % who had. It seems these are active people who like to engage in different ways. 40 % had been to the Helsinki Book Fair and 11 % to the Turku Book Fair. 26 % said they had participated in a book club among friends. 21 % said they had been present when an author had visited a library and 20 % when an author had visited a book shop. 6 % had visited Helsinki Lit and 3 % Dekkarifestivaali (crime book festival) in Helsinki. 30 % had taken part in some other literary event.



Figure 11. Which events have you taken part in during the past year?

In order to understand the readers' eco-system better, I wanted to find out what kind of activities the readers have, and asked *What other hobbies beside reading do you have?* This question also revealed these are very active people. 63 % enjoyed outdoors and 60 % engaged in sports. 58 % went to the theatre or concerts, 53 % went to the movies, 43 % listened to music, 19 % were engaged in some sort of voluntary work in an organization and 18 % took educative courses. Only 1 % said they did not have any hobbies besides reading. When thinking about joining efforts or doing joint advertisement, theatres, concerts and movies seem to be relevant in this aspect.

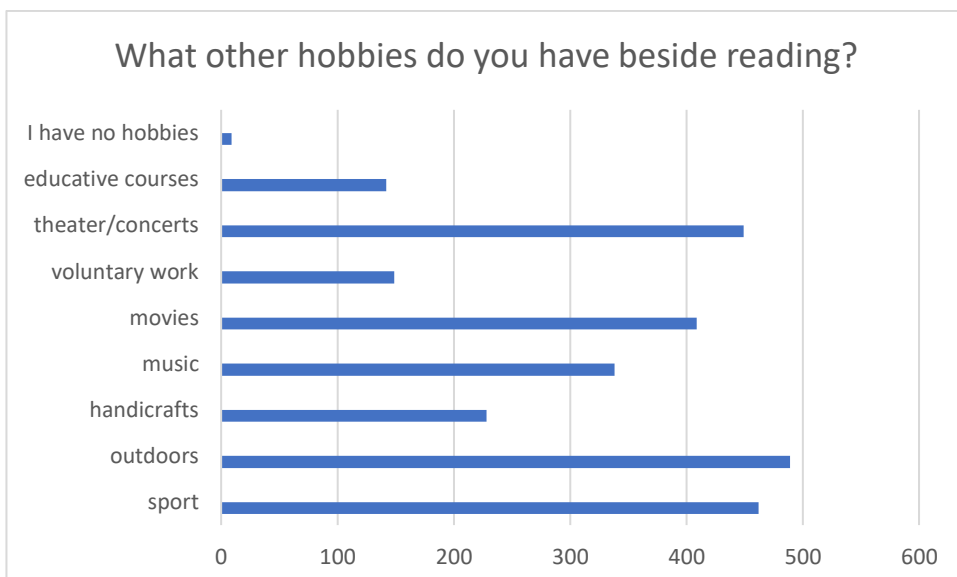


Figure 12. What other hobbies beside reading do you have?

The Net Promoter Score (NPS) of Keltainen kirjasto was very high. Nearly 100 % would recommend Keltainen kirjasto to their friends. Within a scale from 0 to 4 the average was 3,64, and no-one gave a 0. This is an excellent result.

To find out which kind of offline activities it would be worth organising, I asked: *What kind of an event organized by Keltainen kirjasto would you like to take part in?* 56 % said they would be most likely to participate in an event where the season's new titles were introduced. 50 % said they would like to see a foreign author being interviewed. 38 % said they would be interested in a sales event for members only. 38 % would be interested in a theme night that centers around a certain country or a theme. 23 % would be interested in a translators' interview, and 21 % would like to join a book club. 12 % said they would like to meet other friends of Keltainen kirjasto, and only 10 % said they would not like to take part in any events, which leaves 90 % who would appreciate events. This is a clear signal that events are worth organizing.



Figure 13. What kind of an event organized by Keltainen kirjasto would you like to take part in?

When asked, *Which format do you prefer your books in?* 86 % said they prefer hardbacks, and 42 % said they like paperbacks. There actually was a decision made that Keltainen kirjasto books will no longer be made into regular, small pocket books, but only into "jät-tipokkari", a large soft cover format. Unlike before, these are only printed as a selection for certain purposes, not on regular basis. Of other formats, 13 % liked audiobooks and 11 % e-books. The percentage of e-books is surprisingly high, as so far they have been a very marginal part of book market in Finland. Perhaps these customers are forerunners in this, as well?

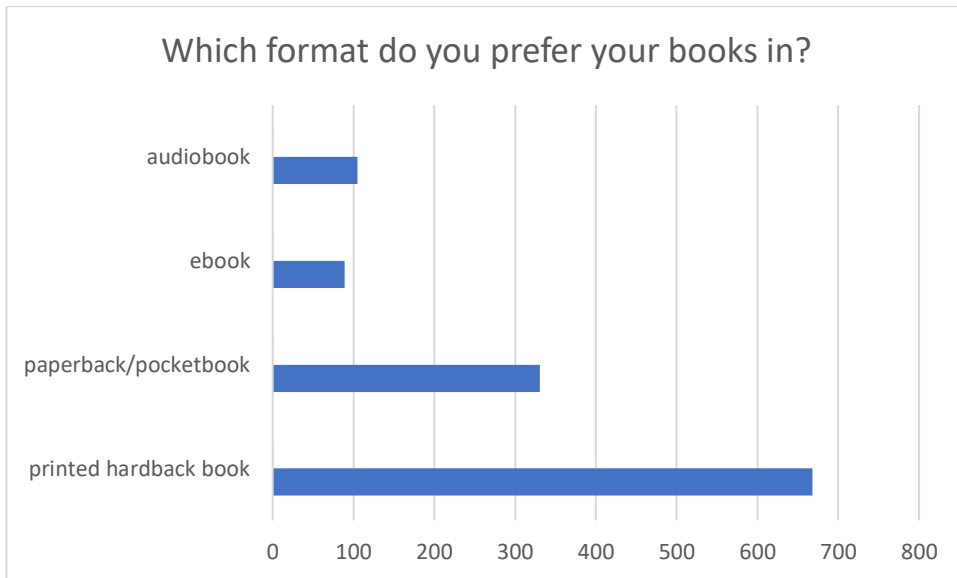


Figure 14. Which format do you prefer your books in?

Question 18 was about pricing; I asked *How much would you be willing to pay for a) Keltainen kirjasto book b) a new Finnish novel c) a crime book?* and the prices given were 25, 30, 35 and 40 euros. This question revealed that people are prepared to pay the most for Keltainen kirjasto books, between 25 and 30 euros, 8 % even 35 euros. This is somewhat alarming as new books tend to cost 35 or even 40 euros at bookstores in Finland. Majority said they would not pay more than 25 euros for a crime title, and domestic fiction was between these two. In Finland books cost more than in the bigger foreign markets, and many purchase their books online, where e.g. English language books are much cheaper. However, it was good to notice that consumers are ready to pay for quality.

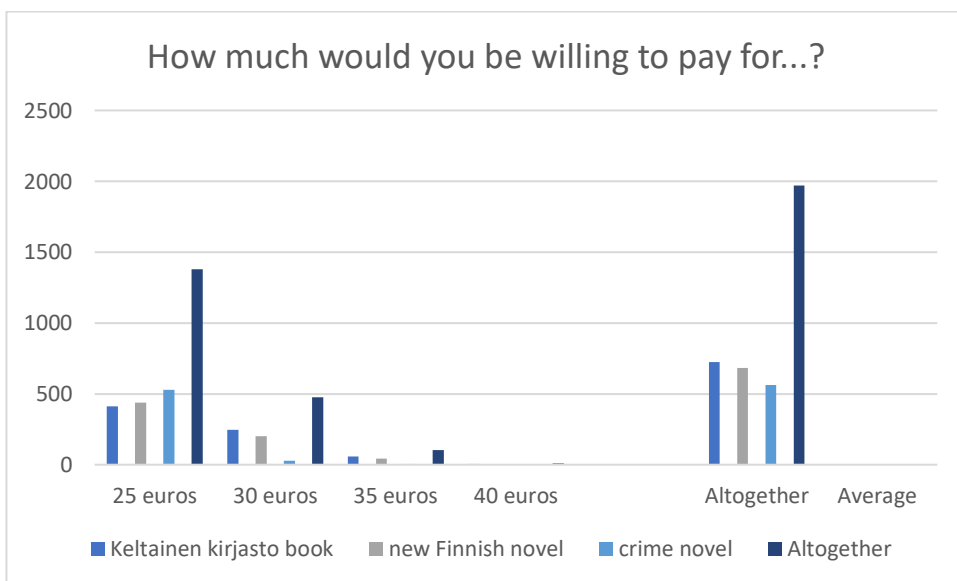


Figure 15. How much would you be willing to pay for...?

Question 17 was about collecting books – Keltainen kirjasto is a series in which all titles are numbered, and many people want to collect the whole series – or that is what the company would like them to do. 15 % said they collect Keltainen kirjasto, and 3 % (22 respondents) said they have almost all of the books. 31 % said they collect certain titles, which could mean they collect certain authors or Nobel Prize winners. However, majority (55 %) said they do not collect the series.

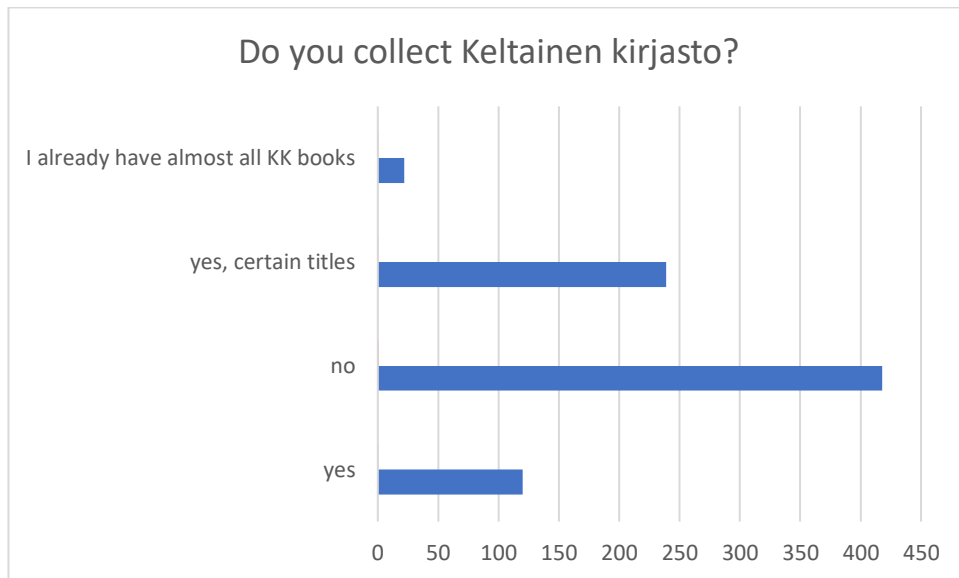


Figure 16. Do you collect Keltainen kirjasto?

Question 18 was *Do you belong to the friends of Keltainen kirjasto?* 38 % said yes, 47 % said no, and 15 % said they would like to join. They were instructed to join at Keltainen kirjasto web page. This survey can also be seen as promotion for the series, as the newsletter received 50 new subscriptions during the two week survey period.



Figure 17. Do you belong to the friends of Keltainen kirjasto?

The purpose of question number 18 was to find out what kind of communications the readers would like: "As a friend of Keltainen kirjasto, I would like to receive in the newsletter the following..." 73 % said they would like to receive information regarding new titles. 56 % wished to read reviews, 51 % said they would like to get offers, 44 % hoped for author interviews, and 29 % said they would like information regarding literary events, and also 29 % said they would be interested in "behind the scenes" type of material. 15 % said they would like to read a Reader of the month interview. 16 % said they would not like to receive a newsletter at all. This gives clear instructions on how to develop the newsletter.

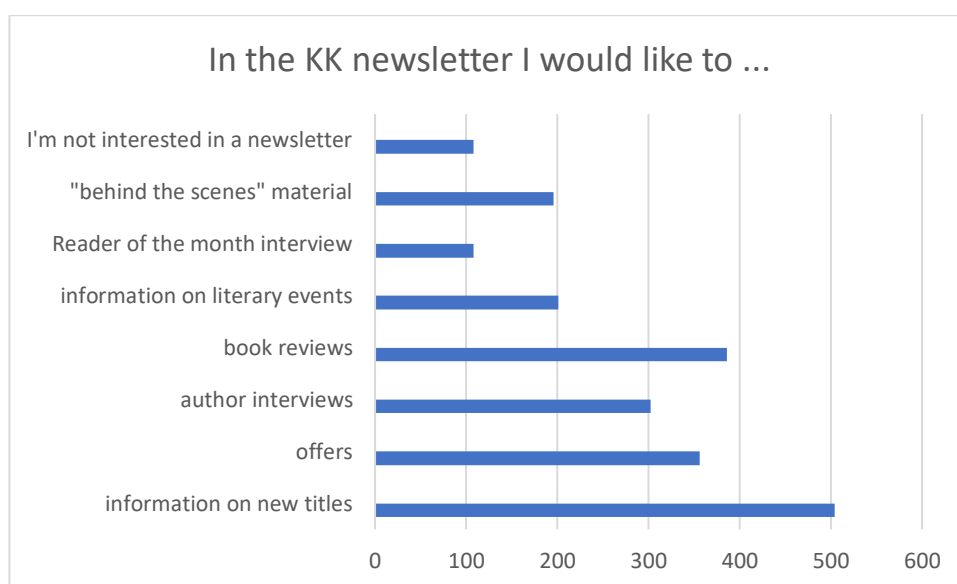


Figure 18. In the Keltainen kirjasto newsletter I would like to receive...

Question 19 was *My favorite author(s) in Keltainen kirjasto is/are*, and question 20 *My all time favorite books in Keltainen kirjasto are*. Based on these answers I counted the Top 20 authors of all times in terms of readers' favorites and Top 16 books of all times. Sales Department is able to make an offer for the bookstores on the titles that are currently in the warehouse, based on this list.

The Top 3 authors in the series according to the survey are John Irving (65 mentions), Haruki Murakami (51 mentions) and Kazuo Ishiguro (38 mentions). The top titles in the series were John Irving's *World According to Garp* (19 mentions), Irving's *The Hotel New Hampshire* (18 mentions), Haruki Murakami's *1Q84* (18), John Steinbeck's *The Grapes of Wrath* (18) and Ishiguro's *Long Day's Journey into Night* (18). Complete lists are attached as Appendix 2. What is noteworthy, is that all of these authors have been published in the series for over twenty years and still are, which explains their popularity among a large group of readers.

Reprints for the jubilee year 2019 were planned according to these readers' favorites. It was also easy for the sales department to argue why a bookstore chain should include these titles in their catalogue.

The readers were also asked to name which titles they would like to see in the series. However, this was not so helpful, as buying foreign rights is more centered on new titles and not older favorites, that many mentioned.

The final question was *What would you like to say to the editors of Keltainen kirjasto?* There were 240 open answers to this question. The great majority of feedback was positive, and the rest were warnings and suggestions for the future. Out of this number 172 can be classified as positive, 6 negative and 34 included a suggestion. The rest were unclassified, such as: "Have a great summer!" Reading the feedback was a nice experience since it was extremely positive. It was also meaningful and uplifting for the employees who work with the series at Tammi. Some sentences were used in Tammi's Spring catalogue in 2019: "This is what the readers have to say about Keltainen kirjasto".

What I find noteworthy, is the friendly and familiar tone of the answers. To me, it shows the readers do feel that they have a relationship with the series and the publisher. Here are some examples of the feedback.

Majority of the comments were praising. The readers were telling how they had read the series for years, they shared their memories, wished good luck for the future etc.

"Thank you for your important work and thank you for bringing interesting books to the market. Translated fiction in Finland is in a sad place. I wish novels and translators would get more attention."

"Keltainen kirjasto is like a trusted friend."

"Keltainen kirjasto is one of the reasons I have grown to be the person I am. Best translated fiction!"

"Great job for many decades already! Thank you."

"It's great that the series is still being published. I have read all the books in the series. I started the job in 1981."

"Keltainen kirjasto has been my companion throughout my life. It is an essential and important part of the Finnish culture."

"Your work is vitally important."

The concerns were mainly about the quality of the series maybe getting lower.

"Don't let the quality go down. Every 'bad' book takes away from the image of the series."

Suggestions for the future were practical, and some were put into practice during the implementation period. There were several suggestions that Keltainen kirjasto should have a

podcast. Someone hoped that the people behind the books would be introduced. Several people expressed wishes that events should be organised in other parts of Finland as well.

“How about a blog or a podcast for Keltainen kirjasto? Author interviews and news from the world.”

“Bring out the specialties of literature, not just bestsellers. Use good translators and give them time and appreciation. Market small and challenging literature ferociously. Demand more of your readers. Demand more of your books. Your best times are behind you, but they could be ahead of you.”

“I would really wish that not all of your events were in Helsinki. Jyväskylä is a literary city as well. :) Or they could be at least partially streamed...”

“Will there be more events at the US Embassy? I would rather like your bookstore at Lönnrotinkatu. And coffee is enough :)”

Negatives were usually about some title not being worthy its place in the series. Several mentioned Joël Dicker’s *The Truth about the Harry Quebert Affair* as a book that is not high-class enough for the series. Ironically, it is also one of the best sold titles in the series, so not all feel the same way. This comes close to the idea of *customers’ definition of quality*. (Grönroos 2017, 220), which apparently is very important to the readers of Keltainen kirjasto, since ‘quality’ was mentioned several times in the open questions. Also, there were arguments that some titles were too thick or their font was too small. Someone mentioned the paper used in the series being too thick, when another commented the paper being too thin.

4.2 Conclusions based on the survey

When it comes to the customer profile of Keltainen kirjasto, the survey revealed that an average Keltainen kirjasto reader is a working-age woman living in a big city. She leads an active life, follows different media, and is not afraid to try out new technologies and book formats. She reads several books a year, buys books actively at bookstores and webstores, but also uses the library. She is eager to have a dialogue with the publisher, learn about new titles, read articles and reviews and take part in interviews of authors and translators. Events interest her.

The survey validated my ideas on relationship marketing as a basis for improving marketing communications, and helped choose which pilots should be realized. The importance of own media became evident. Also, what became clear was that content is what matters the most when making book purchases. Through recommendation, readers are able to find out whether the content is good, i.e. interesting to them and of great quality.

The survey revealed that the readers are ardent event-goers, and it would be well worth organizing all kinds of events for them. Via events, the sense of community can be built, and like Smith (2011) says, meeting offline is very important.

All in all, the survey revealed interesting data. It gave useful tools for the editorial and sales departments as well as marketing department. It also showed that readers' attitudes towards the series are very positive, which is a good starting point for development. The survey revealed several demographics of the readers of Keltainen kirjasto and details of their eco-system. Based on that information I implemented changes in the marketing communications. Next, in chapter 5, I will explain how these results helped develop relationship marketing of Keltainen kirjasto. The implementations I chose to realize were improvements for the newsletter, including the Reader of the month concept, creating a plan for events and carrying that out, and improving communications in social media. The success of these actions should show as an increase in the membership of Keltaisen kirjaston ystävät i.e. the mailing list.

5 Developing relationship marketing of Keltainen kirjasto

The survey presented in the previous chapter gave useful tools for planning relationship marketing of Keltainen kirjasto. The development plan was created based on the theoretical background, survey findings and goals set by the company management.

The survey revealed that readers of Keltainen kirjasto are active people who read and buy more books than an average Finn. They are also forerunners when it comes to new services and technologies; they use webstores and subscription services, and enjoy audio-books and podcasts.

Readers of Keltainen kirjasto value critiques and interviews in traditional media: 77 % got information on new books from newspapers, 68 % from tv, 54 % from magazines and 47 % from radio, but social media (internet 87 % and social media 81 %) is important to them, as well. Therefore, from the marketing communication's point of view it is still worth working closely with journalists and trying to get articles and mentions in traditional media, but building a strong social media presence for the series is equally useful. However, traditional advertising seems to have lost its significance. This has been assumed before, and was now proven by the survey.

When it comes to marketing communications style, i.e. Hard-sell vs soft-sell (Fill and Turnbull 2019, 613), my hypothesis is that soft-sell will work better, and the communication should evoke emotions. Hard-sell angle could be added as a monthly offer in the newsletter.

The idea of advocats or superfans came from several theories, and Fill and Turnbull (2019) list four main types of spokesperson: 1) the expert 2) the celebrity 3) the chief executive 4) the consumer (Fill and Turnbull 2019, 610). Based on this idea I designed the Reader of the month concept. The advocats can be celebrities, such as actors or artists, or experts like authors or scholars, or some of the superfans of the series. This concept also refers to the eco-system at large, as literacy and increasing reading is something the officials urge Finns to do.

Podcasts were mentioned by 16 % of the readers and there were several suggestions that Keltainen kirjasto should have its own podcast. Later on it can be seen that this wish was granted.

When it comes to events, they seem to be an important and desirable way of strengthening relationships with readers. 70 % said they had already taken part in a literary event of some sort. It seems these are active people who like to engage in different ways – half of them had visited book fairs, one in four belong to a book club of friends, and they are interested in meeting both authors and translators. I believe this is an important phenomenon of our times – when there are so many opportunities to engage virtually, meeting and building relationships in real life have become more important than ever. Of course COVID-19 changed the situation radically in 2020, and finding replacements for real life events is now an on-going challenge. For the first time, Helsinki Book Fair was held completely virtually in October 2020, and the experiences were positive. It is likely that in the future majority of events will be a mixture of live and virtual.

When asked *What kind of an event organized by Keltainen kirjasto would you like to take part in?*, almost all kinds of events gathered votes. The most popular were introduction of season's new titles and meeting a foreign author. Members-only sales events and theme nights were also popular. It is noteworthy that only 10 % said they are not interested in events, which is a clear signal that it is worth building an active events calendar. Also answers to the open questions support this view: many contained suggestions that events should be organised in other parts of Finland and not just Helsinki, some even commented on the service saying that just serving coffee is fine.

When it comes to marketing communication, the results were very encouraging as well. Only 16 % said they would not like to receive a newsletter, which leaves a great majority who appreciate receiving it. The most popular themes were, in this order: information regarding new titles, reviews, offers, author interviews, information on literary events, "behind the scenes" type of material, and a Reader of the month interview. The renewed newsletter was built around these wishes. It now includes information on new titles, invitations to events, reviews, links to author interviews, offer of the month and sometimes articles on the publishing process or an "Editor's pick" type of material. For Christmas 2018 I created a Christmas calendar for Facebook where Tammi's employees recommended Keltainen kirjasto books for Christmas, and at the same time the employees' faces and the company offices became more familiar.

Based on the several theories on relationships marketing and these survey results, the implementations I chose to carry out were improving the newsletter, including the Reader of the month concept, organizing more events, and strengthening the social media presence of Keltainen kirjasto. The success of these actions was measured by the increase in the number of subscribers to Keltaisen kirjaston ystävät newsletter during the study period.

Table 3. Survey results, implementations, timeframe and results

Survey results	Implementation	Time frame	Results
Interest in a newsletter; importance of own media	Developing the newsletter: more journalistic material, offers and invitations	Spring 2018 - ongoing	The subscriptions rose, opening rate got better. Offers did not work.
Big influence of recommendations, importance of social media	Developing social media channels	Fall 2018 - ongoing	The number of followers on Facebook rose, Instagram account and podcast were established
Interest in events	Arranging regular events	Fall 2018 - Fall 2019	Regular events 4 times a year, great participation rates

Next, I will go through each implementation to show what worked out and which projects were not successful.

5.1 Developing the newsletter

E-mail marketing has been a part of Keltainen kirjasto marketing for a long time. There has been a Keltainen kirjasto newsletter of some sort for at least over ten years; I started to produce it when I was on maternity leave in 2008. However, it was always sporadic – sent out maybe four times a year – and the content was not very well planned. As Smith (2011) claims, e-mail marketing is an important part of marketing mix (Smith 2011, 146). The survey confirmed this; newsletter is an important way of reaching readers and building a relationship with them.

Spring 2018, I had a meeting at Tammi with Marketing Manager, Communications Officer, Sales Manager and Publishing Manager to make plans for Keltainen kirjasto marketing communication. In translated fiction the authors of books are far away and difficult to engage in marketing efforts. Also, I thought the role of reading should be emphasized and glorified more in the society and among the publishing industry. Based on this, we agreed on a new concept "Kuukauden lukija", Reader of the Month, in which one reader of Keltainen kirjasto is introduced each month. We talked about other possible concepts like reading groups, but decided its success would be uncertain at the moment mainly due to lack of resources. I suggested I would like to take a more journalistic approach to the monthly newsletter. Increasing the number of Keltaisen kirjaston ystävät i.e. the subscription to the newsletter, seemed like a meaningful goal for everyone, especially from the sales' point of view. My survey validates these goals, since according to the survey, the readers hoped for: 1) more journalistic material, 2) special offers, 3) invitations to events.

The pilot project for renewing the newsletter begun in Spring 2018 and is still continued in November 2020. During this time I studied the newsletter process through analytics tools, developed the contents systematically by making changes based on the survey results, and then recorded the results. The intention is to now send it out regularly in the beginning of each month. Each month I measured the progress of my project by looking at the diagnostics of the newsletter. How many people received the letter, how many opened it? How many clicked the special offer link to purchase the book, how many books were actually purchased? This way I could measure the effectiveness of this communication channel each month.

The purpose was to change and improve the communications along the way. After six months, Autumn 2018, I organized a meeting between Tammi's Digital Marketing Operator, Sales Manager and Digital Sales Manager and myself in order to steer the course of the newsletter: What should we change in order to get more results? Several ideas came up:

Better headlines to the letters: Now it had simply been: "Keltaisen kirjaston kirje". This improvement was immediately applied: from now on the headline mentions the name of a possibly famous reader of the month, an invitation or contest or all of these.

More activities (contests etc.): This has also proven to be a good improvement. We have e.g. given out tickets to Helsinki Lit.

More and better subscribers: Giving out leaflets at bookfairs and events has brought new, active subscribers.

Better offers: The book on sale should be clearly cheaper than it is at bookstores. Offers were also added on the Keltainen kirjasto Facebook page. The functionality of the purchase link was double checked in order to find out if the problem was technical. The special offer was renamed Book of the Month to make it less obviously commercial.

We also discussed how it could be avoided that the letter was classified as junk mail, but no clear solution was found. Even in my mailbox this newsletter always ends up in the "Others" file, even if I mark it as important each time.

At the Helsinki Book Fair in the end of October 2018 I stood by the Keltainen kirjasto table selling the books and talking about the newsletter. During that time 6 new members subscribed to the list on my iPad, and many more promised to join. This proved to be effective, since next month the subscription increased from 1076 to 1218. Meeting customers offline seemed to work.

Here are some examples of the content and statistics of the letter in July 2018, October 2018 and November 2018. The mailing system changed at the beginning of 2019, and therefore the data from there on is not compatible with the previous one. However, the statistics of Autumn 2018 clearly show that the improvements on the content, heading and offers have an effect in the opening rate, clicks and total reach of the newsletter.

- **July 2018:** Letter was delivered to 96,6 % of the people on the list (1052 people), bounces: 3,4 % (37 contacts), opened: 33,6 % (353 people), unsubscribed: 0,5 % (5 people), 2 % of the recipients clicked the link to the webstore – no sales however.
- **September 2018:** The letter includes an invitation to a Nobel celebration at our bookstore. This letter had a different heading: "Invitation to Nobel celebration, new Murakami title and theater." It seems that this worked well since the opening percentage rose from 31,3 % to 46 %. Statistics: opened 46 %, unsubscribed: 2 persons, clicks to the webstore link: 14 persons – no sales, 2 % of the recipients clicked the invitation link and 25 RSVPed to the invitation.
- **October 2018:** The offer of the month is three Keltainen kirjasto pocket books for 15 euros plus an additional Keltainen kirjasto pocket notebook. There is a contest announced: between the people who subscribe to the mailing list in the first two weeks of October, three avec tickets for the Helsinki Book Fair will be given out. This offer is also posted on Facebook in the Keltainen kirjasto page. This is effective, as 115 new people sign up for the newsletter. Statistics: delivered 99,1 % (1076 emails sent), bounces 0,9 % (10 subscribers), opened 31,6 %, total reach: 337 subscribers, unsubscribed: 0. There was no link to the webstore.
- **November 2018:** The heading says: "Invitation to the Christmas sale, Father's Day gift suggestions, last Keltainen kirjasto title of the year, reader of the month author Jari Järvelä". Offer of the month is Keltainen kirjasto pocket books for 40 % discount and a notebook for the price of 1 euro. Statistics: delivered 97,8 (1218 emails sent), opened: 49,5 %, total reach: 590 subscribers. Clicks on the purchase link / open rate: 15 %. This time the offer is rather good, and it shows in the open rate of the webstore link. Also, the influence of adding a more detailed header can be seen in the opening percentage.

To create more journalistic material, I have now collected best critiques of the newly published titles and interviews of topical authors in each newsletter.

Creating a community around Keltainen kirjasto and also bringing out the joy of reading were some of my goals when starting this process. I wanted to introduce readers of Keltainen kirjasto to each other, and to show how differences in age, geography or profession

do not exclude anyone. On the contrary, very different people can like the same books and find common ground when discussing books. Out of this, the concept of Reader of the month was created. The readers can be famous people on various arenas of life, or they can be otherwise interesting based on what they have to say about books. So far, no one has declined when I have asked them to join, on the contrary, they have said they are honoured to join.

In practice the process is the following: I created a form consisting information on the concept, what to do, how to return the form, what is the prize (one Keltainen kirjasto title of their choice) and short questions: Name, Age, Profession. In this way, also other employees could send the form out to their contacts, and the process would go on even without me running it. The questions for everyone are the same:

- 1) Which Keltainen kirjasto title are you reading at the moment/ have read recently?
- 2) What is your favorite reading place?
- 3) Which author would you like to meet and why?
- 4) This Keltainen kirjasto title I will not forget...
- 5) A fond memory regarding Keltainen kirjasto?

I created a list of possible readers: my own acquaintances, people suggested by colleagues, or public figures who have talked about their reading habit in public. I have usually reached out to them couple of months beforehand, explained the concept and sent them the form. They are allowed and even encouraged to skip questions or change them. Usually, I have guided them by asking them to include some personal aspects: a photographer can talk about visuality in her favourite books or a musician can talk about how music is described in his favorite books. Also a photograph, favourably with some Keltainen kirjasto books, is requested. So far all texts have been excellent: personal, well written and different from each other. This is an inexpensive communication effort, as the Reader of the month gets to choose one Keltainen kirjasto book and I have sent it to them as compensation. The complete list of the readers can be found as Appendix 3.

These Reader of the month stories have been meaningful for Tammi's employees. Each month I get feedback from either editorial, marketing or sales department on how the stories have touched people and even made someone cry. As said before, direct feedback from customers is so rare at a publishing house, that this kind of thing becomes very important. It has also been good to get advocates for the series, who will in their own circles talk about their reading habit. Besides newsletter, these stories are also valuable content for different social media platforms of Keltainen kirjasto: Facebook, Instagram, and web page.

Special offers were hoped for by the survey respondents, and it was agreed with Sales Manager in charge of direct sales, that the monthly newsletter will from now on introduce one book of the month, which the recipients can order from Tammi's webstore Werner & Jarl using a special code with a 25 % discount. The offer lasts for one month. With the code it is possible to track how many purchases are being made inspired by the newsletter. The company webstore is relatively new, so one goal was to introduce it to the readers. This call to action or CTA hasn't been very successful. According to Smith (2011) it is important that the network knows 1) what it is that is offered and 2) exactly how to make the purchase with fewest step possible (Smith 2011, 157). This has not been very successful as only one or two books have been purchased each month through the purchase link. Either the readers already have the books, or they are not comfortable in buying through a webstore, or this particular webstore. This clearly requires more thinking in the future. This shows that the readers prefer soft-sell messaging in marketing communications.

The newsletter is a great way to inform the readers about different events: bookfairs, visits of foreign authors, and smaller events organized for the friends of Keltainen kirjasto. As one pilot project was arranging regular events, the newsletter became a very important channel for inviting people to these events.

This pilot project succeeded: the number of receivers of the newsletter grew from 1050 in July 2018 to 2098 in November 2020.

5.2 Regular events for the friends of Keltainen kirjasto

A clear finding of the survey was that people want to take part, meet other readers, authors, translators, and employees of the publishing house. I believe this is part of a new trend where people are tired of communicating only through digital devices, and yearn to meet others in person and share their experiences in real life. Smith (2011) recommends companies to blend offline and online strategies, and stresses the importance of being visible at industry events and meeting people in person (Smith 2011, xxxi). I have noticed the significance of this during bookfairs, when I have been present at the Keltainen kirjasto department talking to people and recommending books. I have had long discussions with many readers on reading experiences, certain authors etc. Customers are also very willing to purchase books that someone recommends directly to them.

Big international publishing houses have already noticed the trend of live and streamed events and acted upon it. I took part in a seminar called Doing it Live at the London Book Fair in 11 April 2018. At the seminar big operators in the British literary field gave their view on the growing importance of live events. Children's book publisher Puffin, which is part of the large Penguin Random House publishing house, described the huge investment they had made on a live, weekly 30 minute tv-show for children that they produce mainly for schools. The show is shot in a studio and then sent "live" on YouTube. Waterstones, one of the big bookstore chains in Britain, have also invested on events. According to them, the biggest challenge is technology; consumers are used to high quality, but they mainly use iPhones to record events. Sometimes they use two cameras and cut and edit the program later and then send it out as "live". They said the experience of something happening live is important to the customers. Waterstones has also started to organize big live events on stadiums where tickets are sold. Typically, a famous author is interviewed by a famous journalist. These events are often sold out, but there is also a live stream to watch for free. The seminar clearly showed that the rise of events is an international phenomena, and in Finland we should follow the lead of the biggest actors in the Anglo-American market.

Following this finding, I planned four regular events per year, two per season. At the beginning of a literary season, in January and in August, there will be an event where the season's new books are presented, and in the end of a season, in May and in December, another event linked to Tammi's bookstore's special sales period. For each event, I booked different speakers and themes. The events took place at the company book store, which can be used for free. There are also sales personnel present when the events are organised between 16:30 and 19:00. This means there are practically no costs for the events. However, it was decided that to make the events feel more special, sparkling wine and chocolate is served.

2 October 2018 the first Keltainen kirjasto event was organised at the company bookstore. It was a Nobel celebration for the Keltaisen kirjaston ystäväät. The guests were offered a glass of wine and a chance to buy Christmas presents at discount. Most importantly they were offered a possibility to preorder the Spring books there and then. This has not been possible before, due to difficulties in the system. The Nobel Prize was not handed out in 2018 because of the Swedish Academy's scandal. However, we wanted to celebrate Tammi's 30 previous prize winners. Translators Kristiina Rikman and Helene Bützow were there with PhD Sanna Nyqvist, who was then writing a book on the history of Nobel Prizes in Literature that Tammi later published in 2019. Nyqvist talked about interesting details regarding the prize. Tammi's editors presented the fall titles. Around 50 people turned up

in the store for the event and during the event the sales were 2100 euros – which according to the Store Manager was exceptional. Several people joined Keltaisen kirjaston ystäväät at the event. The experiences of this first event were very promising, and it was decided unanimously that more events should follow.

A Valentine's Day event was organized February 14th 2019. The Spring season's books were introduced by translators Tuula Kojo (Orhan Pamuk), Kristiina Rikman (Elizabeth Strout) and Jukka-Pekka Pajunen (Jenny Erpenbeck). Also, a copy of Kurt Vonnegut's *Äiti Yö* signed by the author was given out as a prize in a lottery among all the attendants. Again, the store was full of people and the mood was great. An added feature is the use of material from these events in social media – I interviewed the three translators on video and shared the videos later online.

In May 2019 Danish author Kim Leine visited Finland, and he was interviewed by the Publishing Manager at the book store. There were readers who had read all of his books, and were eager to discuss them.

In August 2019 the season launch centered around a new author in the series, Édouard Louis, a young Frenchman whose autobiographical book *En finir avec Eddy Bellegueule* shook France. The book's translator Lotta Toivanen talked about the themes of the book and the social situation it was born in. The guests were eager to talk about the feeling this novel had evoked, and to hear about the situation in France.

In October 2019 the Keltaisen kirjasto event's theme was the Nobel Prizes that were given out later that week. At the same time it was the publication of *Räjähdemiehen perintö*, a book on Nobel Prize in literature by Docent Sanna Nyqvist of Helsinki University. Nyqvist talked about the history of the prize and the audience was asked to take part in a quiz. It was great to see how the audience eagerly engaged with each other when taking the quiz.

In February 2020 a theme night on Haruki Murakami was organized. I interviewed the translator of Haruki Murakami's latest titles, Antti Valkama. Valkama has spent his childhood in Japan, and was able to talk about Japanese culture and the special traits of Japanese language. We had also prepared a quiz, and divided the audience in teams in which they could solve the quiz questions. The Spring list was introduced by the editorial department. This was the most popular of the events so far, around 60 people came. This shows, that not much is needed for an interesting event.

Observing the participants of these events revealed that majority of the guests were middle-aged women, but there were also men and younger people – maybe students – present. Especially the Murakami event was favoured by thirty-something and even younger people. The atmosphere was friendly and informal, and people eagerly asked questions and shared their opinions on the subject at hand. Many participants came to thank for the event and expressed wishes that there should be similar events more often. After the discussions there was time for the guests to wonder around the store and browse the shelves. Me and the employees of the editorial department were there to offer advice and discuss the books. It seemed very easy to persuade customers to buy books. The Store Manager noted that almost no-one left these events without purchasing a book or several books. The store has been at this location for only a couple of years and has not yet been able to establish a large clientele. These events also worked in favour of the store as customers now know of it and the Store Manager was able to present his excellent customer service skills.

Since one of the findings was that the readers of Keltainen kirjasto like movies, we decided to organize a movie series based on Keltainen kirjasto books with the National Audiovisual Archive. A one day seminar centering on the same idea had been organized ten years ago, and The Archive was happy to join forces again. This time I suggested we only choose authors who are still alive, so that the books would not be classics but titles that are still in print. I also thought this would be a great chance to present Tammi's Finnish authors. The concept we agreed on was that throughout October 2019 on Thursdays Kino Regina, which is located in the new Helsinki main library Oodi, presented a movie based on a book by Keltainen kirjasto author, and one of Tammi's current Finnish authors would present the film.

The audience grew each week, from 60 people to nearly 200, and the Kino Regina employees said these were one of the most successful events they had. We started the event by me introducing Keltainen kirjasto and the concept briefly and then presenting the author at hand, who then spoke for 10—15 minutes about their relationship with the author and movie of the night. Then the movie was shown. Afterwards many audience members came to talk to me and the author and expressed their enthusiasm. These movie nights were well liked by our authors, the audience and the National Audiovisual Archive, and Kino Regina has already asked us to put together another similar series. There are a lot of movies based on Keltainen kirjasto titles left, so this could be repeated several times. The concept was used again during summer 2020 when we organized a series of Stephen King filmatizations, which were introduced by Tammi's horror and thriller authors.

The 65th birthday party for Keltainen kirjasto was organized September 25th at the Academic Book Store in Helsinki. It co-occurred with author Petina Gappah's visit to Finland, and naturally she was the guest of honour. Gappah was interviewed by journalist Laura Friman, and afterwards there was a quiz on the history of the series and a big yellow cake. The audience of around 100 queued for an autograph and National Broadcasting Company's main news was present.

Thinking about the 65th jubilee of 2019, I came up with an idea of organising an exhibition centering on the series. The focus would be on the graphic design, but other aspects of the series would be presented as well. I would want parts of the exhibition to tour libraries around Finland next year and then end up in the new main library Oodi, or the Helsinki Book Fair. We applied for grants of 50.000 euros, but did not receive them, and the exhibition was not organized. However, I plan to produce a podcast and an event centering on the graphic design of the series. Perhaps the exhibition can be organized later, as Päivälehdien museo was very keen on the project with the time frame allowing.

The pandemic in Spring 2020 drastically changed the events calendar since it is not safe to organize any events. The next event was meant to be about the cover art of the series with graphic designers talking about cover styles throughout the years and special projects they have had. However, new events will only be organized COVID-19 situation allowing. During the situation, publishing houses, and other businesses as well, are forced to think of new methods for replacing events. The Helsinki Book Fair in October 2020 was held as a virtual event where tickets were sold. The results seem positive. Organizing events that are only streamed would answer the wishes of many survey respondents living outside of Helsinki. This increased geographical equality might be one of the positive results of the pandemic.

5.3 Social Media

In chapters 2.2.3 and 2.2.4 ideas of new relationship marketing were introduced, and I attempted to implement them when developing the presence of Keltainen kirjasto on social media platforms. As Smith (2011) says, when it comes to social media, it is important to create quality content and publish it at regular intervals, so you become a "significant center of influence" that people go to when looking for inspiring, trusted content from an accessible expert. (Smith 2011, xxxiii).

Keltainen kirjasto has its own Facebook page, and some posts are shared on Tammi Publishers' Facebook, Instagram and Twitter accounts as well. At the beginning of this study,

one question for the future was, should we establish an Instagram presence for Keltainen kirjasto in order to reach out to the younger readers. An Instagram account was created during Fall 2019.

Smith (2011) introduces a P.O.S.T. method for creating a fruitful social media presence. P stands for people – the company should find out where its customers are. We know from the survey that the readers use social media a lot, and based on their age, Facebook and Instagram are the most important platforms for engaging with them. With increased engagement, there will be more followers. O stands for objective – there should be a clear objective for what we aim for: building the e-mail list to sell more products, or perhaps creating more demand? For Keltainen kirjasto, the obvious objective is to create more visibility and inform people about new books since there are now fewer bookshops, less media coverage and less advertisement than before. Social media is also used for engaging with customers. S stands for strategy – it is important to plan how to engage people on your Facebook page, with contests, offers etc. Smith (2011) also recommends sending out a broadcast message to the current e-mail list to persuade those subscribers to join. It is evident that the number of posts on Keltainen kirjasto Facebook page need to be increased and planned better, so that there will be new content available at regular intervals. It is also economical to utilize the same content in different channels in slightly different forms – an example of this would be the reader of the month article, which can be shared on Keltainen kirjasto web page, Facebook, newsletter and Instagram. Finally, T stands for technology – Facebook is so large and powerful, that even without studies it can be assumed that most of the readers are there, somewhere, and can be targeted. Social media accounts are also used to recruit new subscribers to the newsletter (Smith 2011, 3-5.)

Here are some notions on the effectiveness of certain types of posts, including reach and engagement. A death of a celebrity gets reactions: in December 2019 the post with the most reach was an article on Amos Oz's death; reach of 7,5 t. and engagement of 484. The contests worked really well each time: in January 2019, lottery on Kim Leine's title *lkuisuusvuonon profeetta* with an autograph had a reach of 2,9 t. and engagement of 573. When Nobel prize winner Orhan Pamuk's book with autograph was lotteried in April 2019 it had a reach of 6,9 t. and engagement of 1,6 t. Posts introducing Reader of the month were also well liked: in September 2019 Reader of the month was lawyer Antti Toponen, and the post's reach was 1,8 t and engagement 473.

An extra push was given to the series by Finnish icehockey goal keeper Kevin Lankinen, who during World Championships of 2019 (which Finland won) spoke to the press about

his reading habits and told he was reading a Keltainen kirjasto title, Hanya Yanagihara's *A Little Life*, between the matches. Through the author's agent we asked Yanagihara to write a note to Lankinen, which she gladly did, congratulating him on the World Championship and thanking him for reading her book. Hanya Yanagihara's letter to Kevin Lankinen was shared on the Facebook site and was probably the single most successful post with reach 92,5 t. and engagement 19,5 t. in May and again in June with the reach of 12,8 t. and engagement of 2,3 t. It brought 430 new followers to the page in June.

One result of the survey was that readers wanted to hear more "behind the scenes" stories. This in mind, I created a Christmas calendar for Facebook. For two weeks before Christmas 2018, each day one colleague presented a Keltainen kirjasto book they had read during the year. Photos and videos of the events organized were shared on Facebook. In the future, this behind the scenes material could easily be increased.

Smith (2011) mentions how important superfans are to a company. She encourages companies to identify and feature them in some way. (Smith 2011, 191) The Keltainen kirjasto superfans were easily identified: they are the people commenting on the posts, attending the events and often collecting the whole series. I approached some of them and asked them to write Reader of the month posts, which they eagerly did. It can be seen that this interaction has tied them to the series even more, and they are great ambassadors to the series.

As Smith (2011) suggests, *contests* are an effective way of recruiting new members. This can be seen with Keltainen kirjasto. Tickets to Helsinki Lit and Helsinki Book Fair were given out with the notion: invite your friend to join friends of Keltainen kirjasto and you both get to go to an event together. The tickets were lotteried between those who joined the mailing list during a certain time period. These posts always brought new followers to the social media accounts and mailing list.

During the jubileum year each month one rare copy of a Keltainen kirjasto title signed by an author was given out. These were either books from the archive in case there were several signed copies, or they were copies of authors of today like Petina Gappah and Kim Leine that had been signed especially for this purpose during their visit to Finland. In the future this is something that should always be taken care of when there is an author's visit. Several hundreds of people took part in these lotteries each month and tagged their friends. These competitions were really succesful, and were an effective way of getting new people to join.

It can be concluded that this pilot was successful, as the number of followers of Keltainen kirjasto on Facebook, as well as the number of comments, has been increasing continuously. Naturally, the number of followers could always be larger, but at least it is growing steadily. The number of followers increased between February 2019 (4541 followers) and November 2020 (5622 followers) by 1081 people, which is a 23,8 % increase.

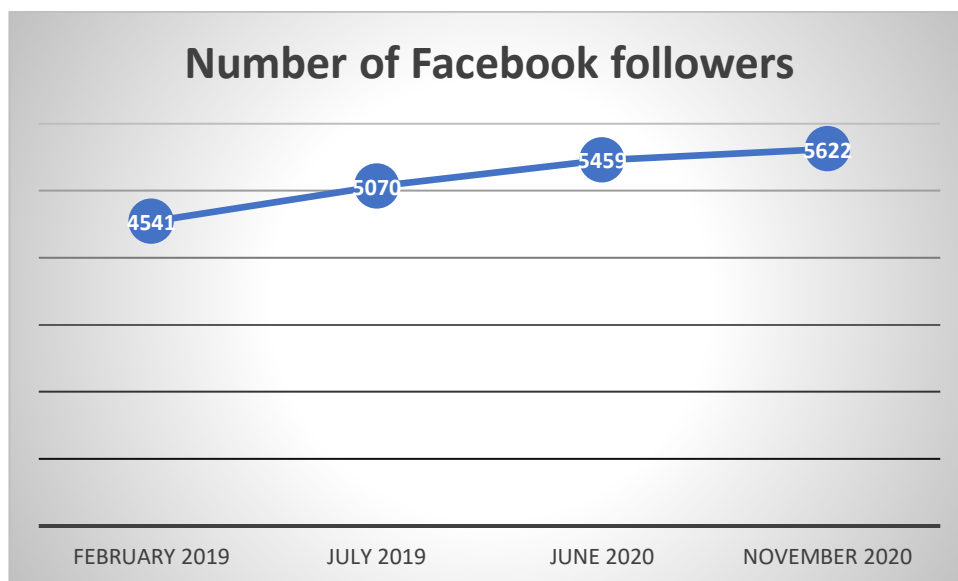


Figure 19. The number of Facebook followers of Keltainen kirjasto

The Keltainen kirjasto Instagram account was created in November 2019 and now, a year later, has 827 followers. The account has not been very active, as there are only 33 posts. However, in Stories section posts which have tagged Keltainen kirjasto have been shared regularly. In the future more attention could be given to create more Instagram posts at regular intervals in order to increase the number of followers.

In my survey's open answers several people suggested Keltainen kirjasto should have a podcast. This became a reality, when two editors of translated fiction established their own podcast Tunnustan lukeneeni. It is not completely dedicated to Keltainen kirjasto, but more than half of the books discussed belong to the series. This account also shares material produced for Keltainen kirjasto on their Facebook and Instagram accounts. In November 2020, the podcast has 943 followers on Instagram and 408 on Facebook.

5.4 Other actions for increasing the membership of Keltaisen kirjaston ystävät

The effectiveness of my project is measured by the increase in the membership of Keltaisen kirjaston ystävät. Next, I will describe some smaller actions that were implemented in addition to the pilots introduced before.

A simple line of text was added on the inside cover of Keltainen kirjasto books: "Join the friends of Keltainen kirjasto here!" with a link to the web page where one can subscribe to the mailing list. The first title with this addition was published in May 2018. This invention was inexpensive but effective. Now, all the books in Keltainen kirjasto have these two lines on the inside covers.

Changes were also made to the *subscription form*. Before, in order to join, you had to give your name, e-mail address, postal address and phone number even though this information was not used by the company. Some people were not willing to share all this information, and decided against joining because of this. Now, this registration form was made shorter and easier to use; one only has to give their name and e-mail address.

Leaflets saying "Join the friends of Keltainen kirjasto" were produced and handed out in each event and book fairs. People could fill in their information and I would collect the leaflets and later manually register the subscriptions, or people could take the leaflets home and follow the web link given on the leaflet and subscribe by themselves. These leaflets are also given out at the company bookstore for each customer.

5.5 Assessment of results

Next, I will assess the results of these pilot projects taking into consideration sales figures, increase in membership, and feedback received from the customers, retailers and colleagues.

The sales of Keltainen kirjasto increased by 37,7 % between 2018 and 2019. As the year 2019 was the 65th Jubileum, and more titles than usual were published, this change is definitely not only due to marketing communication efforts, but it is probable that they had some influence on the sales.

When looking at all translated fiction that Tammi has published, the importance of Keltainen kirjasto has risen during this project when measured in sales figures:

2018: 13,6 % of sales

2019: 19,6 % of sales

The sales department asked me to go and present the findings of the survey for the buyers of Finland's largest bookstore chain, and this took place 26 June 2018. The idea was to persuade them to have a permanent display of Keltainen kirjasto in all of their stores

across Finland. They were very interested in the results of my study. They were also interested in getting some editorial material for their own channels. In their new flagship store, a large display of Keltainen kirjasto was established when the store opened in November 2018, and it is still there. Hopefully other stores will follow. These actions seem to have worked, as the sales of Keltainen kirjasto titles increased (figures confidential, presented in Appendix 4).

The number of people subscribed to Keltainen kirjasto newsletter doubled, from 1052 in July 2018 to 2098 in November 2020. This was one of the goals set to my project, and it can be said to have succeeded very well. The number of followers of Keltainen kirjasto on Facebook also rose from 4541 to 5622, and the reactions and comments to posts on the page are much more active than on company's other pages. Based on this, it seems that we have succeeded in offering content readers are interested in, and that they also feel engaged and want to engage in conversation with the company and each other.

An Instagram account was also created for Keltainen kirjasto, and through that we are hopefully able to reach younger readers. Two of Tammi's editors also started a podcast, Tunnustan lukeneeni, in which they often discuss Keltainen kirjasto titles. The podcast also has a social media presence which strengthens the visibility of Keltainen kirjasto, and as the podcast seems independent, it may feel less commercial to the readers.

Finally, it can be stated that these pilot projects were successful in reaching the existing customers and also bringing new customers to the series.

6 Conclusion

As stated before, the research problem of my study was: How to strengthen the relationship with current and potential readers, and the objective was to develop marketing communications in order to strengthen the relationship. The results were measured against the membership of Keltaisen kirjaston ystävät.

The study period was over two years, which makes this a longitudinal case study. Based on relationship marketing and CIMC theories, I was able to create hypothesis that relationship marketing would be suitable for the marketing of Keltaisen kirjasto. In order to apply its principles properly, I conducted a survey on the readership. With the help of the findings of my survey, I created three implementations that were tested for a period of two years. During this time, it became clear which pilot projects worked and which ones need further developing.

6.1 Answering my research questions

Now it is time to look at the three research questions of this thesis again and answer them.

How to develop marketing communication of Keltaisen kirjasto to strengthen the relationship with the current and potential readers?

Based on the literature, my hypothesis was that relationship marketing and CIMC would be suitable for Keltaisen kirjasto. The theories offered several tools for developing the marketing communications. The implementations I chose to carry out for strengthening the relationship with the current and potential readers were developing the newsletter, arranging regular events, and developing the presence of Keltaisen kirjasto on social media platforms. These proved effective, as the number of subscribers to the newsletter increased, there was a maximum number of guests at the events almost every time and they engaged in conversations, and the number of social media followers increased. The readers were also active in dialogue on those platforms. Encouraged by these results, I would recommend continuing these actions in the future. Based on the experiences with offers and links to the webstore, a soft-sell attitude seems to be more effective than hard-sell messaging.

Who are the current readers of Keltaisen kirjasto?

In order to answer this research question, I organized a survey in Spring 2018. Nearly 800 people responded. That was a surprisingly high number, which already is a proof that the readers are eager to engage with the series' publisher. To summarize, the readers of Keltainen kirjasto are active people who read a lot, purchase a lot of books, and are eager to know more about books and to discuss them with other like-minded people. They are also ready to try out new technical solutions and retail channels. The survey results were discussed in more detail in chapter 5. Before, there was practically no knowledge regarding the readers of Keltainen kirjasto, only guesses. Compared to what had been thought, the survey revealed that the readers are younger, more adventurous when it comes to new inventions, and feel really positively about the series.

How would the readers hope that Keltainen kirjasto communicates with them?

The survey showed that the readers are eager to receive messages from the publisher. They were also ready for a dialogue, which was proven in social media where all posts receive several comments, and during the events organized, where discussions have been long and interesting. 'Quality' was a word that came up often in the open questions of the survey. It seems important to maintain quality in all actions, be it titles on the publishing list, translations, cover art, and communications. For marketing communications, this means that the content offered is relevant, interesting and comes from trusted sources. Also, the visuals, spelling and syntax need to be meticulously put together.

In my study, I was able to find answers to all three research questions. In addition, there were other positive consequences resulting from the survey and implementations. My study was successful, since the number of subscribers to the newsletter has more than doubled during the study period. When I started in 2017, the number was around 1000, whereas in November 2020, there are 2098 subscribers. Also, the social media platforms gained new followers during my study period.

For the sake of sales, it was important that I was able to go and present the findings of my survey to Finland's biggest bookstore chain. What Tammi hopes for, is to have a permanent display for Keltainen kirjasto in all of their stores. They seemed impressed by the survey results, especially by the number of books our readers buy.

When I began this study, a disruption had started, but I could not foresee the magnitude of the disruption the publishing world has witnessed during these past two years. Digital formats now consist 30-40 % of all titles sold (Werner Söderström Osakeyhtiö, 2020), and the percentage is rising rapidly. It is absolutely vital that marketing and communications be restructured according to this change, since the importance of bookstores has diminished and that of subscription services has increased.

6.2 Discussion against literature

Now that the study period is over and conclusions can be made, it is possible to see if my research confirms the ideas presented in the literature review in chapter 2. I am also able to triangulate the data collected through survey, and that obtained during implementations against the theoretical background. Now that we know how the customers acted, it is possible to determine if the customers did what they were expected to do based on theory, and if they did what they said in the survey they would do. When triangulating the data from various sources, it can be seen that theory and practice were quite close.

In chapter 2.1.1 the social penetration theory was introduced, and as a part of it the *process model of follow-on interactions*, according to which a customer makes a decision after the first encounter with the company whether to keep interacting with the company or to terminate the relationship. These first touch-points could be e.g. seeing someone share a Keltainen kirjasto post on Facebook, or coming by Tammi's stand at the bookfair, or seeing the subscription link on the inside cover of a book. When these touch-points are created, and handled well, the customer might start climbing the 'relationship ladder': they might subscribe to the newsletter, then become an active commentator on social media platforms, receive an invitation and come to an event, and maybe bring a friend next time. Finally, we have an 'enthusiast', or 'advocat' for the series. Based on observation and discussions, this seems to have happened during the past two years with several readers.

Also, as the theories suggested e.g. in chapter 2.2.3, engaging the readers by organizing offline events, was successful. The participation rate was good in each event, and it seemed that new people joined each time, and the regulars kept coming back. They took actively part in discussions and clearly enjoyed being able to engage. The atmosphere at the events has been very warm and welcoming, and a clear sense of community, as mentioned by Gummesson (2008), can be felt.

Observing the participants at the events, revealed that majority of the guests were middle-aged women, but there were also men and younger people – maybe students – present. Especially the Murakami event was favoured by thirty-something and even younger people. The survey revealed that most of the readers are middle-aged women, but that there are also men and other age-groups. Therefore, triangulation with the survey results on the demographics, shows that the results are proven.

The survey revealed that the readers are active users of social media. When it comes to the new relationship marketing presented in chapters 2.2.3 and 2.2.4, it can be seen that offering a social media platform for the readers has been a correct decision. The readers

are actively producing content and engaging in discussions with each other. Recommendations are an important factor in relationship marketing, and it seems that through social media customers are happy to make recommendations to each other.

Did I manage to develop relationship marketing of Keltainen kirjasto? By definition relationship marketing is "all actions for the analysis, planning, realisation, and control of measures that initiate, stabilise, intensify, and reactivate business relationships with the corporation's stakeholders – mainly customers – and to the creation of mutual value" (Bruhn, 2003, 11), and it can be stated that majority of these steps were taken. I started with the analysis, i.e. the survey. Creating the survey also followed the principles of customer relationship management (CRM) introduced in chapter 2.1.3, according to which you should first *identify* individual customers and find out how they could be reached. The next steps also followed these principles, as the customers were then *differentiated*, after which I started *interacting* with them and created a *dialogue*. These relationships were then *stabilized* and *intensified* with regular contacts via newsletter, social media and events. Based on the enthusiasm of the readers observed during events and in the social media comments, *mutual value* was created. It can be concluded, that the process followed the hypothesis created based on theory.

6.3 Suggestions for the future

It seems that in this new environment mailing lists and customized communication are more valuable than ever. Therefore, it seems that working on and further developing these projects which were initiated during this thesis process would be meaningful.

Looking back, this process has been very useful – both for my own learning and to Keltainen kirjasto as well. Most of the implementations were successful, and I was able to increase the number of newsletter subscribers as well as followers on social media. Sales were also increasing, although there are also other elements that affect those numbers. Some implementations were not successful, such as the book of the month. For some reason people were not willing to make purchases via the link offered on the newsletter, although several titles, combinations and price ranges were tested. Either the offers should be better, or the usage easier. Perhaps the readers of Keltainen kirjasto have already purchased the titles we have offered. With these customers, I would encourage the use of soft-sell messaging instead of hard-sell.

The COVID-19 pandemic has forced all event organizers to change their plans. Some events have been cancelled and some have become virtual, and it is likely that hybrids of

real life and virtual events are here to stay. The Helsinki Book Fair was organized as a completely virtual event in 2020, and was a moderate success. They were able to include big international stars that would never travel to Finland, such as Ken Follett and Elizabeth Strout, who is a well-liked author in Keltainen kirjasto. It is good that I practiced with streaming events during the study period, since that knowledge can now be used when developing virtual events.

The idea of an exhibition for the jubileum also failed due to financial reasons. However, it still seems like a good concept, and can perhaps be carried out during the 70th jubileum in 2024.

There was no budget for this development plan, and the results show that a lot can be achieved with just putting in some working hours and using imagination. Keltainen kirjasto is a highly appreciated brand, and all the people I asked to be Readers of the month agreed to do it without pay. Other companies and institutions were willing to work together with Keltainen kirjasto, such as Helsinki Lit and National Audiovisual Archive. This kind of co-operation is something that could be looked into with more detail in the future.

6.4 Validity and reliability

According to Farquhar (2012), validity of a case study is sometimes harder to prove than that of other types of research strategy, but can be done with construct validity or internal validity (Farquhar 2012, 103). This I have attempted by creating a clear and logical structure to my study. Triangulating the results of the survey with the results of the implementations and with the hypothesis based on theory show that they are consistent with each other. Another way of proving validity is generalizing the results from data to theory, to show that the results of a case study are consistent with theory on the same subject matter. In my case study this is the case, as was discussed in chapter 6.2.

The survey's answer percentage was really high with 782 respondents, and its results are therefore reliable. The increase in membership can be seen in the Excel listings kept by the company. The increase in the followers on social media was recorded and noted at regular intervals. Direct feedback was given at the events to me and other employees and noted.

6.5 Reflection on my own learning

To me this was an excellent thesis topic. It was relevant for my work, and I was really motivated in carrying it out. Similar research has not been conducted before, mainly due to

lack of resources. Also, my employer was committed to it. My concern was that this might be too large a subject for me to tackle in a thesis.

Looking back, I notice that during these years I have accomplished a lot: organized more than ten events at different locations, created hundreds of social media posts, written nearly thirty newsletters, and contacted and discussed with hundreds of people. Considering that prior to this, I had no official background in marketing and communications, this seems like a good achievement, and has certainly taught me a lot.

My employer has been committed and has allowed me to test different things. My colleagues have all helped and given ideas for the project. It has also been great to notice that other development processes have been created besides mine, such as Tunnustan lukeneeni podcast. All these efforts will strengthen the Keltainen kirjasto brand and bring new readers to it, also in the future.

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Appendices

Appendix 1. Keltainen kirjasto survey, Spring 2018



Hyvä Keltaisen kirjaston lukija, toivomme että vastaat oheisiin lukutottumuksiisi ja Keltaisen kirjaston suosikkeihin liittyvään kyselyyn. Haluamme kehittää toimintaamme niin että tavoitamme lukijat paremmin ja voimme vastata teidän toiveisiinne. Kyselyn täyttämisen vie alle 10 minuuttia. Huomioi, että useimmissa kohdissa voit valita enemmän kuin yhden vastausvaihtoehdon.

Yhteystietonsa jättäneiden kesken arvotaan viisi kappaletta Keltaisen kirjaston uusinta teosta, Elizabeth Stroutin romaania *Nimeni on Lucy Barton*.

1. Sukupuoli

- Nainen
- Mies
- En halua sanoa

2. Ikä

- alle 15
- 15–24
- 25–34
- 35–44
- 45–54
- 55–64
- 65–74
- 75–84
- yli 85

3. Ammatti

- opiskelija
- eläkeläinen
- työtön
- alempi toimihenkilö
- ylempi toimihenkilö
- johtavassa asemassa
- yrittäjä
- asiantuntija
- työntekijä
- kotiäiti/isä

- maatalousyrittäjä
- muu

4. Millä alalla työskentelet?

5. Asuinpaikkani tai sen lähin iso kaupunki

- Helsinki
- Espoo
- Tampere
- Vantaa
- Oulu
- Turku
- Jyväskylä
- Lahti
- Kuopio
- Pori
- Kouvola
- Joensuu
- Lappeenranta
- Hämeenlinna
- Vaasa
- Seinäjoki
- Rovaniemi
- Mikkelä
- Kotka
- Salo
- Porvoo
- En asu Suomessa





6. Kuinka monta kirjaa luet vuodessa?

- 0–1
- 2–5
- 6–10
- 11–15
- 16–20
- enemmän kuin 20

7. Kuinka monta kirjaa ostat vuodessa?

- 0–1
- 2–5
- 6–10
- 11–15
- yli 16

8. Hankin kirjeni mieluiten

- kirjakaupasta
- verkkokaupasta
- käytettynä
- kirjastosta
- lukuaikapalvelusta
- muualta

9. Saan tietoa uusista kirjoista

- lehtijutuista
- kirjakaupasta
- sosiaalisesta mediasta
- kustantamon uutiskirjeestä
- verkkokirjakaupasta
- kustantamon katalogista/nettisivuilta
- bestseller-listoilta
- tuttavien suosituksesta
- seuran kirjailijaa/kirjasarjaa
- lehtimainoksista
- nettiä selaamalla
- blogeista

- kirjastosta
- tv-sarjan/elokuvan perusteella

10. Kirjavalintaani vaikuttaa

- suositus
- hinta/tarjous
- tutut päähenkilöt
- hyvät arviot
- kirjailija
- kirjan kuvaus
- kuuluu kirjasarjaan esim. Keltainen kirjasto
- kirjan aihe/genre
- Nobelin kirjallisuuspalkinto
- kansi
- sopivuus lahjaksi

11. Mitä mediakanavia seuraat?

- sanomalehti
- radio
- internet
- podcastit
- sosiaalinen media
- aikakauslehti
- televisio

12. Viimeisen vuoden aikana olen osallistunut

- lukupiiriin
- Helsingin kirjamessuille
- Turun kirjamessuille
- Helsinki Litiin
- kirjakaupan kirjailijavierailuun
- kirjaston kirjailijavierailuun
- muuhun kirjallisuuteen liittyvään tapahtumaan
- en ole osallistunut tapahtumiin
- Dekkarifestivaaleille Helsingissä

13. Mitä harrastat lukemisen lisäksi?

- liikunta
- ulkoilu
- käsityöt
- musiikki
- elokuvat
- järjestötoiminta
- teatterissa/konserteissa käyminen
- kurssit
- en harrasta mitään

Keskeytä





Parasta kirjallisuutta MAAILMALTA



14. Suosittelisin Keltaisen kirjaston kirjoja ystävälleni

	1	2	3	4	
En koskaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erittäin mielelläni

15. Keltaisen kirjaston järjestämistä tilaisuuksista osallistuisin mieluiten

- ulkomaisen kirjailijavieraan haastatteluun
- kääntäjätapamiseen
- ystävämyyntiin
- lukupiiriin
- teemailtaan jostain maasta tai aiheesta
- Keltaisen kirjaston ystävien tapaamiseen
- kauden uusien kirjojen esittelyyn
- en haluaisi osallistua tapahtumiin

16. Mieluiten nautin kirjani

- painettuna kovakantisena kirjana
- sähkökirjana
- äänikirjana
- painettuna pehmeäkantisena kirjana

17. Olisin valmis maksamaan

	25 euroa	30 euroa	35 euroa	40 euroa	
Keltaisen kirjaston kirjasta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	.
kotimaisesta uutuusromaanista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	.
dekkarista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	.

18. Kerään Keltaista kirjastoa

- kyllä
- en
- kyllä, tiettyjä kirjoja
- minulla on lähes kaikki Keltaiset kirjat

19. Lempikirjailijani Keltaisessa kirjastossa on/ovat...

200 merkkiä jäljellä

20. Kaikkien aikojen suosikkikirjani Keltaisessa kirjastossa on...

200 merkkiä jäljellä

21. Toivoisin, että Keltaisessa kirjastossa ilmestyisi...

200 merkkiä jäljellä

Keskeytä



Appendix 2. The top authors and titles in Keltainen kirjasto

TOP 20 Authors (number of mentions)

- 1) John Irving 65
- 2) Haruki Murakami 51
- 3) Kazuo Ishiguro 38
- 4) John Steinbeck 33
- 5) José Saramago 23
- 6) Ernest Hemingway 17
- 7) Italo Calvino 16
- 8) Orhan Pamuk 15
- 9) Paul Auster 13
- 10) Alice Munro 12
Toni Morrison 12
- 12) Peter Hoeg 11
Hanya Yanagihara 11
- 14) W. G. Sebald 9
Joél Dicker 9
- 16) Sarah Waters 8
- 17) Colm Tóibín 6
Jhumpa Lahiri 6
Ann-Marie MacDonald 6
Mark Helprin

TOP 16 Titles (number of mentions)

- 1) Irving: Garpin maailma 19
- 2) Irving: Kaikki isäni hotellit 18
Murakami: 1Q84 18
Steinbeck: Vihan hedelmät 18
Ishiguro: Pitkän päivän ilta 18
- 6) Murakami: Kafka rannalla 17
- 7) Ishiguro: Ole luonani aina 13
- 8) Irving: Ystäväni Owen Meany 12
- 9) Saramago: Kertomus sokeudesta 11
Yanagihara: Pieni elämä 11

- 11) Dicker: Totuus Harry Quebertin tapauksesta 9
- 12) Ann-Marie MacDonald: Linnuntietä 6
- 13) Pamuk: Nimeni on punainen 5
 - Pamuk: Lumi 5
 - Auster: Sattumuksia Brooklynissa 5
 - Helprin: Talvinen tarina 5

Appendix 3. Reader of the month concept, list of readers

In the March 2018 newsletter the first Reader of the month, is introduced: he is my neighbor **Olli Sinivaara**, a poet who works in a bicycle store. In April it is actor/director **Jussi Nikkilä**, who after this also became Tammi's author. The May Reader of the month is social worker **Sirpa Hornborg**, in June **Esko Juhola**, a young blogger and editor, in July photographer **Ida Pimenoff**, August artist **Viggo Wallensköld**, September Tammi's summer intern **Elina Virva**, a 23 year old student, October Finland's best known graffiti artist **EGS**, November author **Jari Järvelä**, who as a nice coincidence became a candidate for the Finlandia Prize during the same month, December young journalist **Arda Yildirim**. In January 2019 the Reader of the Month is a 93 year old poet and former farmer **Marjatta Siuko**. In February Child Psychiatrist **Janna Rantala**, March **Ida Henritius**, a student who writes about her audiobook experiences, April **Koko Hubara**, an author and Editor in Chief of Ruskeat Tytöt media, May **Kaari Utrio**, a cherished author and daughter of Untamo Utrio, a previous CEO of Tammi, under whose reign Keltainen kirjasto was introduced. Kaari Utrio is probably the only person alive who was present when Keltainen kirjasto was founded, so it was exciting to read about her memories. June's reader is **Mikko Toiviainen**, young blogger and influencer, a founder of Pojatkin lukee (Boys read, too) movement, July Tv producer **Antti Ojala**, August **Vappu Orlov**, now retired legendary editor of Keltainen kirjasto, and translator of Nobelist Svetlana Alexievich, September **Antti Toponen**, a young lawyer whose book on digitalization was published by Tammi, October **Antti Alanen**, a producer at National Audiovisual archive, who wrote about movies based on Keltainen kirjasto titles (This was at the same time as Keltainen kirjasto movie series was going on at the archive.), December **Paula Kontio**, retired but working on her PhD on comparative literature. In Spring 2020 only three Keltainen kirjasto titles are published, and because of this the newsletter is not sent out every month. February reader is **Jesse Raatikainen**, young critic and journalist and a collector of Keltainen kirjasto, May **Henriika Tulivirta**, an enthusiastic young librarian and reading ambassador in social media, June **Antti Karisalmi**, a musician in many well known bands, August Sales Director **Katri Mäkinen**, September IT-architect and collector of the series **Jarkko Perttula**, October journalist **Anu-Elina Lehti**, and November company's CEO **Timo Julkunen**.

Appendix 4. Sales figures of Keltainen kirjasto

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