



PHUC PHAM

Marketing plan for shoe care business in Turku

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MARKETING PLAN FOR SHOE CARE BUSINESS IN TURKU

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The purpose of this thesis was to act as support for the marketing project. The background of thesis originates from the start up idea of the author. Realizing the potential of the shoe care business and the appealing of the Turku market, the author decided to start a start-up company that specialize in shoe care. As a result, a marketing plan had to be set up to guide the company to its success.

This thesis provided recommendations for the marketing plan based on internal company evaluation and external context analysis along with market surveying. Therefore, this thesis sketched out the big picture of the general market as well as Finland and Turku market. This thesis, in the process, pin pointed all the elements that could accelerate or harm the business as well as the marketing plan. However, only factors that affect the consumer behavior creating the social big trend were focused on. Furthermore, this thesis dived deep into the Turku market analysis, exposing rival and threat of entrance of the shoe care business.

The theoretical framework was formed based on external and internal analysis tool such as PESTEL and Porter's five force, SWOT and the marketing formula- marketing mix 7p's. These were the theory needed for the marketing process to work. The marketing process was: Understanding the market-understanding the company- Creating business objectives and strategy-building profitable relationship with customer. At the same time both qualitative and quantitative research method were applied to gather consumer information, Turku market insights. Qualitative method initiated in-depth interview with a successful shoe care start up CEO Mr LE Nhat in Viet Nam while quantitative method using the survey outcome, statistics from different sources such as Statista, credible online newspaper websites such as BBC, Yle, Helsinki Times, Bloomberg.

Operating in this new and challenging market, it is recommended for SClean to steadily build the business through improving customer awareness, proper pricing and setting up a secure and efficient service process. Furthermore, to survive such harsh market situation, SClean has also need to maintain a steady profit or manage its fixed cost accordingly.

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1 INTRODUCTION

Finland, stands as a diverse multicultural market, becomes a potential and attractive place for foreign investment and start up. However, it is as always, a great challenge for entrepreneurs to introduce as well as familiarize their services and products to a new market. Therefore, a marketing plan is required in order to achieve a profitable launching.

This thesis is set up based on a startup idea which is to establish a shoe care service in Turku, Finland. The author of the thesis initiated the project with the aspiration to gain further insights into the Finnish market situation, specifically into the service sector in order to generate a marketing plan for his future business. This business operation is to form and focus on Turku area, providing sanitary and accompanied services for footwear commodities.

This thesis consists of 9 chapters. The first chapter will be the introduction of the purpose and background along with the structure of this thesis. Chapter 2 will present the project task and theoretical framework. The third chapter will demonstrate briefly about the company motive and its background. The next chapter introduces the theoretical background of the thesis including all the theories such as PESTEL, SWOT, Porter's five forces and marketing mix. The sixth chapter will explain in detail how the project will be carried out, its method and justification. Then chapter six will go into the actual analysis, evaluating and examining the external and internal factors of the business environment. Chapter seven will outline the Turku consumer responds through analyzing the survey result. Combining the result of the previous chapter, an guideline (as objectives) will be decided for the marketing plan. Chapter seven will draw out the possible recommendation for the company on market segmentation and placement of marketing mix 7Ps elements. Finally, chapter 8 and 9 will be the conclusions and final words.

2 PROJECT TASK AND CONCEPTUAL FRAMEWORK

2.1 Project task

The project task can be described as a 3 step-project: Market Analysis-Marketing objectives and Marketing implementation.

In order to have a successful marketing plan, different elements need to be approached and evaluated including elements from the macro environment to see what could be the challenge for our marketing plan and business operation. Then drawing out the guideline for the marketing plan to overcome these challenges by understanding the company's internal environment, its capability and resources. Finally, recommendations and suggestions will be conducted based on this guideline and combining with a more detailed survey and research into the Turku market.

To begin, the first step, with the support of the economic tools such as Pestle and a brief Porter five forces analysis, will create a concrete view of the context in which the business operates and as a result, revealing all the elements that could affect or accelerate the effectiveness of our marketing plan. Therefore, the research tasks are set up as follows:

- Analyzing the Finnish market especially Turku market.
- Evaluating the company using SWOT.
- Identifying existing and potential competitors.
- Locating the target customers in this new market.

Through the data gathered from the research, a survey will also be conducted and analyzed altogether. The marketing analysis will, consequently, be the foundation for the marketing objectives to be set up. Under the instruct of the marketing 7ps theories and based on these objectives, the establishment of the marketing project will be carried out

At the end of the research these questions must be answered:

- What is the market situation?
- Are there any factors that could affect the business marketing plan?

- Who is the target customer?
- What location should the project be implemented?
- What services to offer?
- At what price?
- What kind of promotion to be implemented?
- What is the services process?

2.2 Conceptual framework

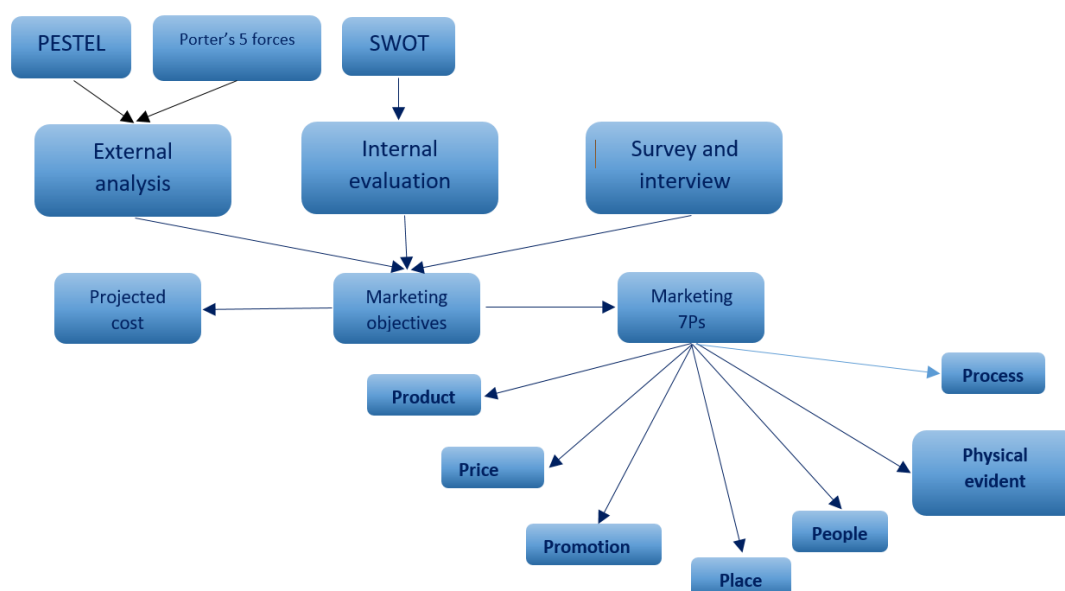


Figure 1. Conceptual framework.

The figure illustrates the core spiral of the project: The conceptual framework. In order to generate an effective marketing plan, the company first have to understand the context of the company, these include the company itself and the environment where it operates, Therefore, the foundation of the whole marketing plan should be based on internal and external analysis, by applying SWOT, the company is able to understand its strengths and weaknesses and by then realizing its opportunities and threats. In combination with SWOT are the application of PESTEL and Porter five forces analysis, in which the company will find out insights about the environment and the

external factors that could accelerate or jeopardize the marketing plan. Next, based on these external and internal analysis, a survey will be conducted to understand the customer point of view based on their answers in the survey. The survey will be carried out online, in Finnish and English. The interview will be implemented with several businessman who works and operate in the shoe care business. Finally, the marketing plan implementation will be outside the boundary of this thesis as it will be carried out after this thesis is completed.

3 SCLEAN

3.1 Our motives

Shoe-we often ignore the value of this familiar object. To some extent, the shoes can represent the history of civilization and art. Now, different shoes serve different purposes, whether to withstand swamp or tropic, in forest as in steppe, hunting or fishing. For this reason, shoe is a presentation of habitats and life modes (Bossan & Marie-Josephe 2004, 7). As the model of shoe are diversified as well as the quality is enhanced to meet the customer needs, accompanied services arise such as shoe polishing, cleaning and fixing. At first these services appeared to be low job or even dishonored. However, when shoe branding and fashion become a phenomenon, taking care of the shoe needs more than just polishing when technique and technology are required. Our company mission is to provide the best solution for all shoes lovers: If shoe is your label- we make it shine.

3.2 Our services

Sclean Oy is part of the author's business plan that will be developed and initiated in May 2021 in Turku, Finland. The Sclean shoe care business provides solutions to all shoe owner problems, especially high end shoe products that are worn out, dirty or having bad odor, Sclean offers service such as shoe polish, shoe deodorize, repaint or

shoe clean. The specific plan is to develop a business operation in Turku that is specialized in footwear service and will be provide

- Footwear cleaning and cleaning products: the services includes removal of shoe stains, bad odor, as well as shoe polishing.
- Footwear repaint: Restoring the original color of the shoes as well as repaint the shoes according to the customer's desires.
- Nano-over-coating: Providing outside protection from water, dirt,
- Sole protector: Providing the protection lair for the foundation of the shoe from external damage.

4 THEORETICAL BACK GROUND

4.1 External analysis

4.1.1 PESTEL

A well-known and effective tool for strategic analysis is to contemplate and evaluate the context surrounding and affecting company's operation. The main focus is to target those very large trends and movements that are expected to have strong influence on firm's competitiveness and their success. However, identifying these movements, most of the time, can be a challenge. These trends can be the results of legislations, court action or economy trending direction, consumer belief or technology changes. Taking an example in (2008-2010) recession, the impact is widely known to be severe, consequently, companies had to consider the timing and extent of recovery of the market aftermath to be able to operate the business plan accordingly. Therefore, as consumer's beliefs and technology change and become more and more untraceable and upsetting, it is important to evaluate and single out these shifts to help companies adapt faster with these changes. PEST pinpoints all the challenges and opportunities all firms and companies likely to encounter (Warner 2010, 27-28).

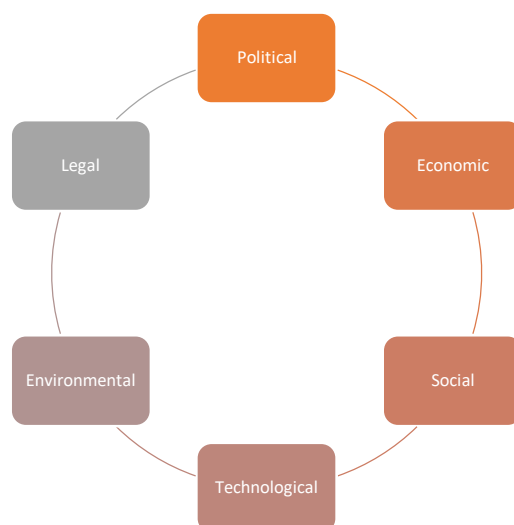


Figure 2. PESTEL model (Warner 2010, 28).

PESTEL analysis is considered to be a strategic and efficient tool that enables marketer to sketch out the overall scenery of a company's external environment, especially when it comes to doing business in a new foreign market. PESTEL stands for political, economic, sociocultural, technological, environmental, and legal context in which a company operates (Carpenter 2011, 8.2)

The P and L (Political and legal) represent the alterations which originate from political and legal sector. Usually, companies and entrepreneurs are under the protection of law and legislation provided by the government against unfair competition or certain business practices that harm the society and vice versa (Warner 2010, 30). The political stableness also has a strong impact on customer confidence as well as consumer and business spending (Carpenter 2011, 8.2).

The E stands for economic and environment. Economic indicates changes in the direction of the overall economic environment. The core objective is to evaluate the effect of the income and commodity price adjustment to the customer buying behavior and hence the company's pricing strategy (Warner 2010, 32). Aspects such as inflation rates, interest rates, tariffs or unemployment rates are to be considered also (Carpenter 2011, 8.2).

The E also stands for environment this factor reflects the importance of the environmental values it could be the firm's ability access to raw material or the level of footprint produced by the firm and it could also be the weather or climate trait that could become a core factor in designing a product or service (Carpenter 2011, 8.2).

Similarly, S illustrates shifting in the sociocultural area which is a result of demographic, value and belief changes. These factors mentioned above have a significant effect on customer buying choice which in turn, affect the firm's business plan. For instance, the shift in environmental values which means consumers start to value environment friendly products have encouraged companies and firms to implement green design to their product to increase their attractiveness. Same as how fashion trend and choice of role model can have profound influence on customer buying choice on clothing or accessories (Warner 2010, 34-37).

While T clarifies the changes in technologies inside out, it also highlights the changes in the way companies solve their problems. Also the development of the information technology and website enable customers to find price comparison for their desired product and that in a way change their decision of buying the product or service. Technology facilitates firms to overcome their boundary, in which new technology means new products, new services or a more efficient way to solve the customer problems (Warner 2010, 39). There is a famous example of how technology can be a leverage to boost a firm to success, this example is Apple, the company has risen to the top over other strong competitor such as Nokia, Samsung, this achievement is a result of their invention in smartphone. This proves that one small lead in technology could result in a big leap for the company.

4.1.2 Porter's Five Forces

The Porter's five forces model is one of the most eminent and leading tools for addressing factors that have direct influence on the profitability of a firm. Porter, under the influence of 2 famous US government economists J.S. BAIN and E. S. MASON, formulated the relationship between industries structural characteristics and subsequent conduct and performance of the industry. The formulation is known as the five forces (Warner 2010, 41-42).



Figure 3. Porter's five forces (Vuorinen, T 2013, 221)..

Supplier power: This factor is taken into consideration due to its power to manipulate the price of the product or service of the industry, When the cost of the material rises, profit will be diminishing or in other word profit will go straight to the supplier. This is the extent we must figure out whether or not it will occur. The supplier power, has a monopoly position, in a way this power can be intensified (Warner 2010, 63).

This can be simplified as follows, when a supplier is irreplaceable, it will have the power to raise the price of the raw materials. If the company's sales cannot keep up with the rise of the cost of raw materials, profit will be lost.

A vivid example can be found in Viet Nam, a country in which the government holds exclusive control over oil, electricity and water. Consequently, the Viet Nam domestic industries bare heavy burden from this resources monopoly as whenever these commodities cost are raised cause the whole market to be affected and involved. Identifying the supplier power enable firms to have a wider choice of supplier, thus to have a cheaper alternative.

Buyer power: The buyer power operates under the same mechanism as the supplier power; the question is in what way the buyer holds control over the price. There are 4 critical dimensions mentioned by Warner that hold strong influence on the buyer power: differentiation, concentration, backward integration and portion of buyers cost (Warner 2010, 68-70).

“Concentration” indicates that when a certain amount of buyers is reached, the focal firm has considered their weight, consequently cutting price to win the business (Warner 2010, 68-70).

It can be understood that when the customer pool is concentrated, for example if most perhaps highest portion of buyers are students, then the company has to compete (through price) with other companies for this specific customer segment.

“Portion of buyer cost” means that the buyer holds power when they could generate profits through variant consumer surplus by depressing the prices offered by firm (Warner 2010, 68-70). It can be simplified that the customer can negotiate the price or has power to lower it when the product they buy is expensive or when they bought a product in a considerable amount.

“Backward integration” illustrates the possibility of buyer moving upstream and becoming the firm’s competitor (Warner 2010, 68-70).

Last, “by differentiation”, firms can minimize the power of the buyer. As an example, there is a relation between willingness to pay more and differentiation, which indicates that if a product or a service does not bring any distinctive characteristics, what is the point to pay more money for it? The core focus here is to centralize certain extent and elements that customers sometimes value more than price, exploiting the way they perceive our product or service can downplay the power of the buyer (Warner 2010, 68-70).

Substitute power: The term represents the likelihood of which customer can find the replacement for the product/service. This can be explained as follows: Firms often build their product or service in almost the same way to meet the customer needs, a substitute has a different alternative to solve that same problem. Locating alternative ways to solve the customer problem is a potential way to identify that threat. Furthermore, the threat of substitution could also arise if customers are provided an alternative product that have low or no switching cost (Warner 2010, 71-72). A famous example are Coca-Cola and Pepsi war in the 1980s, although the Cola was first introduced to the market but later Pepsi (as a substitute) appeared and rose as the most competitive rival for Coca-Cola.

Competitive rivalry: The next vital factor to be considered is the effect of the rivalry existing within the market. There are several aspects that could accelerate the threat coming from the firm rivalry. First, firms operating in a slow growth economy are likely to face high rivalry, because in this kind of economy, gain in revenue in one firm

means lost in revenue to the other. In other term, the market pool shared is small and there is no potential space for firms which left them no choice but to gain share from each other. A specific indicator to recognize a slow growth economy is through the country GDP (Warner 2010, 73-78). It is easier to understand that when the market growth is slow, resulting in the reduction of customer interest, the competition between firms will become more and more intense.

Another factor impacting the potential of rivalry threat is when all the firms have a similar market share. To simplify, if one firm dominates and owns 80% of the market share and the rest rivalries own only less than 20%, then these rivalries are no threat to that one dominant firm. On the contrary, if that firm and other 3 rivalries whose market share have no big gap when compared to each other, then the rivalry threat could become a big problem (Warner 2010, 73-78).

The last factor to consider the power of rivalry threat is the rivalry from fixed fix costs, if the rival company has the economy of scale and large fixed costs, that means they must earn enough from the market to pay for that and rely heavily on the sales figure. As a result, that company could become a big threat of rivalry (Warner 2010, 73-78).

Threat of new entrance: In the general economy environment, when the potential of something is great enough, as profit turn to be attractive, new competitor could always step in and rip away the firm market share. As mentioned in the supplier power section above, when a supplier has certain control over the product to the extent that they have a monopoly on the product, they could step in the business and gain their own share without facing any resistance. The threat can also originate from the buyer, with enough temptation from profit, could easily move upstream of the value chain (Warner 2010, 63-69).

4.2 Internal analysis

4.2.1 SWOT

SWOT is another tool that dives into the assessment of internal and external environment of a firm by studying 2 parameters macro-environment forces and micro-environment factors that could affect the profitability of a company (Kotler & Keller 2012, 48).

The marketing plan has not come out of thin air, but instead requires up to date insights about the market environment, the competition and the market segment to be served. Here is practical strategic planning process suggested by Kotler & Keller

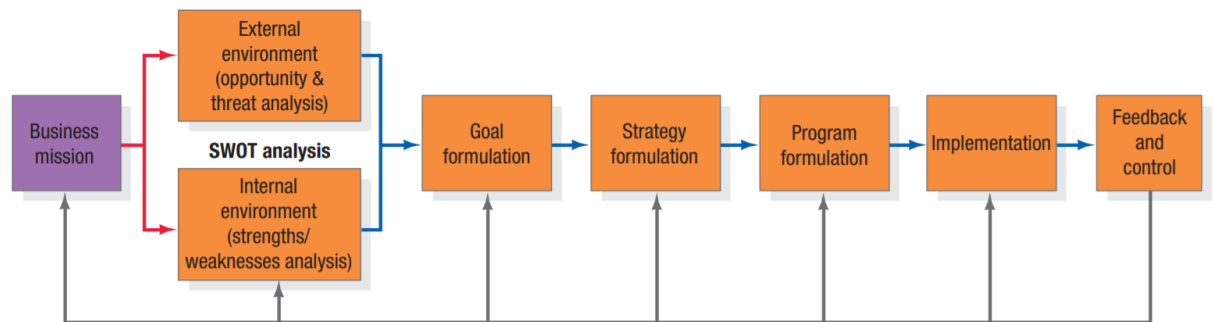


Figure 4. Strategic planning process (Kotler & Keller 2012, 48).

Our project framework, in a way, replicates this process and with an additional 2 other economic tools: PESTEL and Porter's five forces to better examine the external factors. Both of these assistant tools enable a detailed view of the macro environment while SWOT helps pinpointing the weaknesses and strengths of the company so that, firms, recognize their opportunities and threats that are hidden in the market.

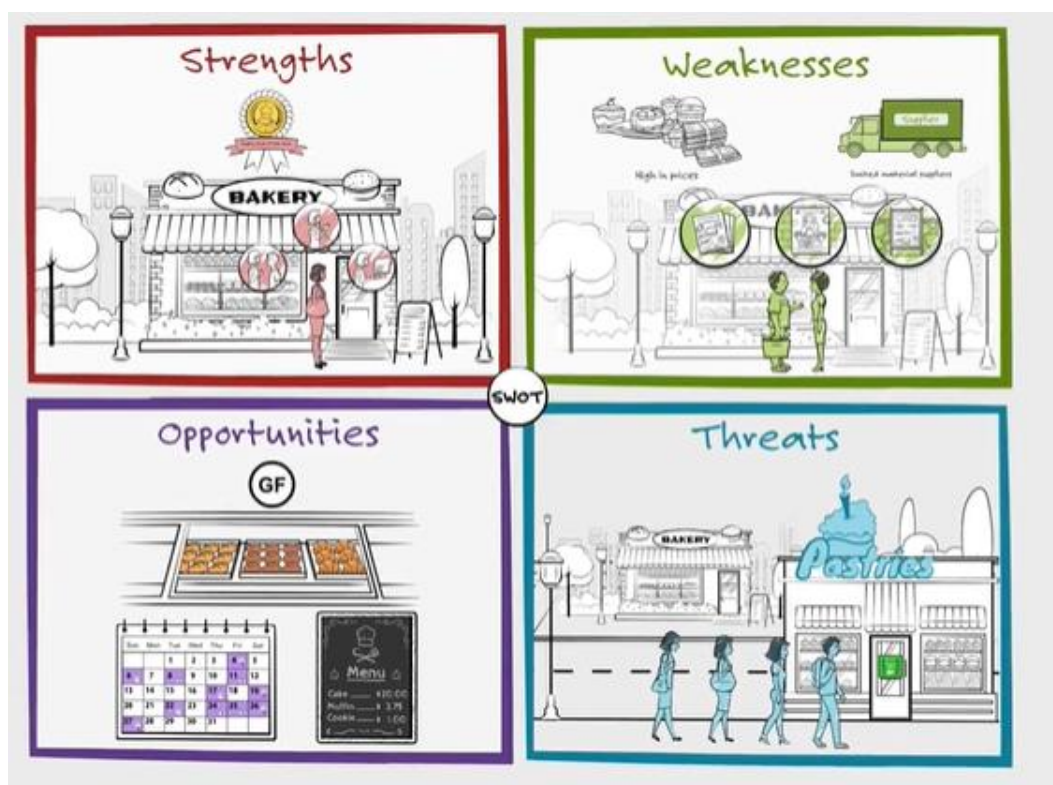


Figure 5. SWOT (SAGE publication Ltd, 2019).

A marketing opportunity is to recognize buyer's needs and interests, customer segment that could likely profit the company. There are three main methods to acquire these opportunities, first is to sell product or service that are in scarcity or invent a new alternative to solve the customer's problem. The last is quite challenging, which is to invent a whole new product or service that only your firm can offer (a vivid example is the invention of Apple's iPhone) (Kotler & Keller 2012, 48).

An environmental threat is all external factors that firm hold no control over and could, in some way in the future, become an obstacle for the firm's profitability. These threats could be new competitor or substitution, a new product, a different kind of services, ...

Evaluating a firm's strengths and weaknesses can be a difficult and time-consuming process. A firm's strength could be its product (good quality or famous design), or to a service, strength could be the location (close to the center, nice view). On the contrary, a company's weakness could appear the same way, it could be the price (too

expensive) or to a service, weakness could originate from the service staff (unprofessional attitude) or lack of product variety or limited supply...

Note that in service, a small weakness could sometimes ruin a whole customer's experience of a service.

4.3 The process of market segmentation

4.3.1 Segmentation, targeting and positioning

Segmentation, targeting and positioning are 3 essential activities that enable marketers to identify profitable market segment. These activities are also called as STP process. Segmentation classifies similar groups of customers through market research while Targeting pinpoints specific customer group for marketer to focus on and finally positioning generates a concept to attract the target market. An example was made by Baines, Fill, Page about Coca cola company and their application of the STP process. Coca-Cola company realized that: The Diet Coke which was introduced into the market as Coca-Cola Lite was considered as "girly" and "feminine" by male user. So the company then after researching has changed the product into Coke Zero, switching their focus on healthy male segment (Baines, Fill, Page 2013, 165-166).

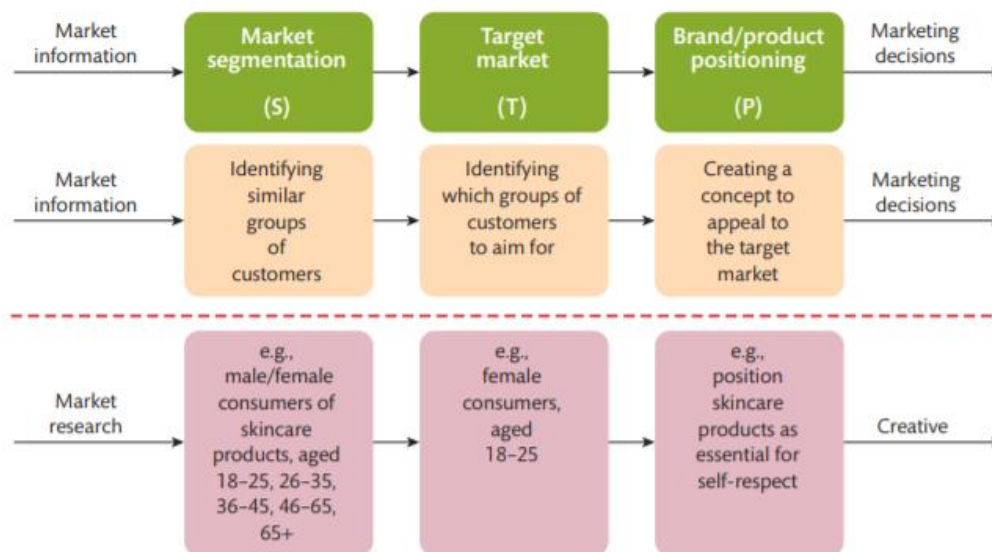


Figure 6.1
The STP process

Figure 6. The STP process (Baines, Fill, Page 2013, 165-166).

A segment can be described as a group of customers who have the same pattern of buying behavior, the same values, the same needs and wants. (Hollensen 2015, 289).

Market segmentation can be defined as a practice in which marketer divides the market into subgroup (small segment) of customers that has alike needs and characteristics which contribute to their same reaction toward a specific product or service offering and marketing program, an example can be found in the mentioned above about Coca-Cola zero situation, in which the subset of customer in this situation is healthy lifestyle male customers (Hollensen 2015, 290).

The conditions for segmentation to succeed are these factors:

- Adequate size: This means that the segment has to be profitable or at a size that worth to focus in. (Hollensen 2015, 293).
- Accessibility Segment has to be easy for marketer to access, which means the segment must enable an efficient marketing program (Hollensen 2015, 293).
- Measurability: Indicates the degree of segment in which insights and information about the customer could be collect efficiently (Hollensen 2015, 293).

- Responsiveness: Illustrating the level of difference of the segment reactions toward different marketing mix elements. Marketer needs to magnify this level to be able to examine them accurately (Hollensen 2015, 293).
- Compatibility: The marketer has to ensure that the company's marketing strategy and its own assets could fit in the aggressive and advanced state of the market (Hollensen 2015, 293). If the company resources or skills did not fulfill the market needs in later state of the marketing plan, this could lead to great loss of customers.

Segmentation can be divided into segmentation for B2B and segmentation for B2C. B2B means exchanging product or services to other business while B2C is doing business with consumer. In this thesis, the author will focus on B2C segmentation. B2C segmentations, according to Hollensen, can be done by arranging customers into subgroup by classify their characteristics. These characteristics can be converted into group of variables. In B2C the main variables are:

- Socio demographic variable: This variable defines the segment by age, gender, geography, income, occupation, education, events, religion, race and ethnic group (Hollensen 2015, 296).
- Behavioristic: Illustrating the segment by clarifying the readiness of the customer, their media and shopping habit, their loyalty and usage frequency (Hollensen 2015, 296).
- Psychographic: Indicating the segment by customer lifestyle and their personality (Hollensen 2015, 296).
- Benefit sought: Presenting the segment through measurement of customer desire on for example the delivery of service, on product feature or on price (Hollensen 2015, 296).

While segmentation divides customer into small groups or segments that react similarly toward a specific product or service. market targeting is to decide the segment to focus in and design the product for it (Hollensen 2015, 307).

Finally, positioning design, the customer product perception based on the specific target segment, the key element here is to create a unique characteristics that distinguish our service from the competitor (Hollensen 2015, 310-311).

4.4 Marketing elements

4.4.1 Marketing mix in marketing of services (7P)

The original marketing-mix 4ps was developed by McCarthy as he assorted numerous marketing activities into 4 types: product, place, promotion and place. Each of these elements contributes in some way to the buying decision of the customer (Kotler & Keller 2012, 25).



Figure 7. Traditional marketing mix 4ps (Kotler & Keller 2012, 25).

Product: Represents the solution firms offer to meet their customer needs, a product from a production company or a intangible product from a service company .As we can see from the figure above , it describes characteristics of the product/service that might have influence on the buyer decision .These characteristics are product variety, quality, design, packaging or sometimes just the brand name or the firm after sale service.

Price: Price indicates the amount of goods (in this case money) that customer are willing to trade for the firm's product/service. The main point is how firm could

manipulate customer willingness to pay through proper ways of pricing such as through different pricing methods.

Promotion: Promotion is a common way to firms to acquire more potential customers. The traditional approach is through direct marketing using text, email or mail, however, such method shows insufficiency nowadays as consumers face various advertising through different channels like newspaper, leaflet ,online ads,... (Lavinsky. 2013).

Therefore, a firm has to find sale promotion like sale off, offering voucher, gift card or through public relation.

Place: Place could be interpreted in many ways. It could be the location of the company, is the firm close or far to the center ? Do customers find it easy to find the place ?, it could also be the logistics process, how long does it take for a product go from beginning to the end user.

Additionally, location plays an important role to service delivery because it has direct influence on the element of time, whether it is a physical or electronic location (Lovelock & Wright 1999, 14)

However, when it comes to break down marketing service management , it is quite different from marketing of a production company. Lovelock & Wright have introduced 3 more elements to the marketing 4ps that could help better visualizing the service marketing. Those 3 elements are Proccess, People and Physical evidence.

People: The weigh of the people who deliver the service to the customer is also as important as the service it self, in service sector, staff is also part of the service, part of the customer experience and part of the service measurement of quality too (Lovelock & Wright 1999, 14).

Process: To a production company, when offering a product to a customer. Usually the proccess behind the product is intangible, which means that the customers only see and experience that product while in a service company, customer experience begins when they visit the store or online website. The process of the service are tangible and affect directly to the customer experience. For example, when you buy a coke and drink it your experience of the product is when you open then drink it, while when you are having a coffee at the coffe store, your experience begins when you set foot in the store, and your experience can be effected by many things in the process of getting the coffee, it can be the waiting time is too long, may be the package is too sloppy or even the staff attitude (Lovelock & Wright 1999, 14).

Physical evidence: As the customer experience journey starts at the time they enter the store or enter the website, everything they get in touch with will, in some way, affect their experience of the service. Entering a physical store, anything from the sign design, the furniture, the scenery outside or even the staff, could have a strong impact on their feeling toward the service. Same as for online webstore, the website front, the payment method, the website layout could also be a factor harming the experience of the customer (Lovelock & Wright 1999, 14).

5 PLAN FOR THE IMPLEMENTATION OF THE PROJECT

First, based on the evaluation of all the factors inside and outside of the company, PESTEL, SWOT and Porter's five forces will help us identify the general trends of the market as well as identifying the market opportunities and threats. However, to be more focused on the Turku market, insights of customers need to be gathered, so that we can find out whether the Turku market and its consumers follow these trends and assumptions. First, objectives of the marketing plan will be made to set up a guidance for the marketing project. Secondly, a survey will be designed to study the Turku consumers. Finally, based on the survey result and analysis, decision on customer segmentation will be decided following with suggestion and recommendation of marketing 7p's. For the suggestion of the marketing 7p', the author will contact the supplier in China and EU for raw material price, interviewing with the IXTRIM shoe care company owner Le Nhat for insights about the shoe care business (average cleaning capacity per worker for different type of shoes), contacting other suppliers for cost calculation).

5.1 Methodology

5.1.1 Data collection method and analysis

This thesis applies mixed method research that will require both quantitative and qualitative data. Each data will provide different kinds of data, and by analyzing and combining these data with the support of the thesis framework and objectives, the author will be able to generate insights that neither qualitative or quantitative approach can provide (Creswell& David Creswell 2018, 41).

The quantitative method justifies the problem using numerical data by evaluating the connections between variables (Creswell& David Creswell 2018, 41).

The data collection method used in this thesis will be through online survey on Google form as the primary data. The survey will be built online and into 2 kind of languages: Finnish and English so it could be understood by both locals and foreigners. The target pool will require around 100-150 participants, the population includes all people who live in Turku and areas surrounding it.

There are five parts it should cover: customer demographic, customer business concept awareness, customer choice of footwear, customer opinion on marketing 7ps elements and last, customer habit and choice of product.

An interview of Mr. Le Nhat, a director of a successful startup in shoe clean business, will be carried out to gain more insight about the business operation.

Other secondary data will also be used such as statistics from the Finnish government, and EU publications, charts and graphs and statistical number from credible media such as Yle, Helsinki times, BBC news, Forbes, Bloomberg.

5.1.2 Validity and reliability

All the data from the survey are gathered from actual respondents who live in Turku area.

Other data are also extracted from reliable media sources and online newspapers such as BBC, Helsinki times, Yle, Forbes and Bloomberg.

The data gathered from the research in the rivalry and threat of entrance section is implemented through actual visit to the shops along with multiple research on the business website and google map.

5.1.3 Boundaries of the project

The actual implantation of the project will not be carried out until this thesis is done. Therefore the cost calculation and estimation might change in the future, this includes the suggestion of all the marketing 7Ps.

6 COMPANY AND MARKET ANALYSIS FOR SCLEAN

6.1 The general market

The reason why the author of this thesis wants to analyze the current world market is that the world in 2020 has gone through a major transition since the emergence of the Wuhan Corona virus. The epidemic impact on the world economy has been profoundly severe. Many big countries such as USA and Russia or China and EU's members are involved. Since these big countries economy were badly affected, like the domino effect, Finland will, in some way will be influenced.

Additionally, one more important reason is that this Virus is forecasted to be out of control for a long time, consequently, its effects to the economy as well. An evidence is that Dr. Ryan and the general director of WHO have informed that it will take a long process to eliminate this virus and there is a high chance this virus might never go away and the world has to find a way to live with it (Corona virus may never go away, 2020).

The Corona virus is highly contagious and high adeptness to different environment. In November 2020 there has been approximately more than 60 million cases and 1,421,851 confirmed deaths worldwide (see map below).



Figure 8. Corona virus mapped (Johns Hopkins University, national public health agencies, 2020).

The Corona virus, due to its highly contagious characteristic, has forced countries all over the world to implement travel banned and border closing. Trades and businesses are also limited and bans in many countries for several weeks to more than a month in some country, in a way that limits globalization. This contributes as a main factor that causes the profound impact on the world economy (Bloom, J 2020).

There has been signs reflect incoming recession to the world economy. First Corona impact start with the fall in world market share (see figure 9).



Source: Bloomberg, 27 April 2020, 07:00 GMT

BBC

Figure 9. The impact of Corona virus on stock market since the start of the outbreak (Jones, L, Palumbo, D & Brown, D 2020).

According to the IMF, global economy will shrink by 3% this year, the worst slump since the Great Depression in 1930s (Jones, L, Palumbo, D & Brown, D 2020). The below figure is the GDP prediction chart of the most advanced economies from 2019 to 2020.

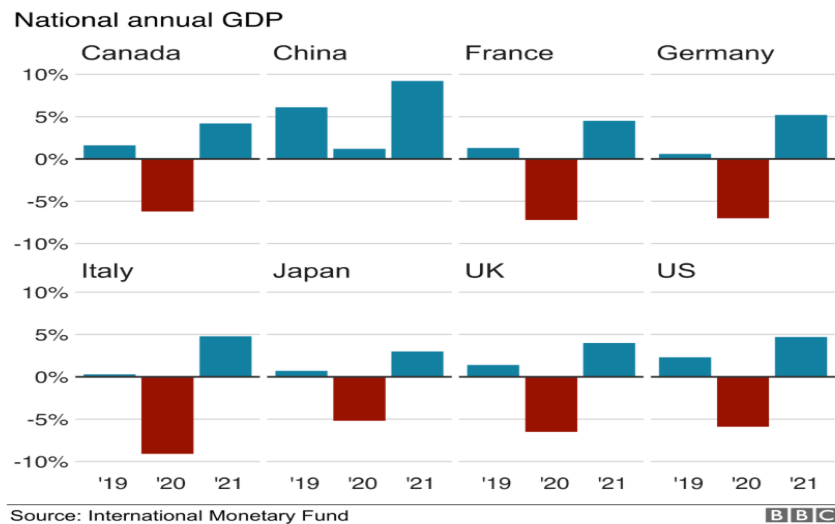


Figure 10. Advanced economies GDP (Jones, L, Palumbo, D & Brown, D 2020).

Overall, the analysis reflexes a gloomy vision of an unstable world market. The impact of the corona virus to the world economy is severe and prolonged, but yet this pandemic is far from over and there would be a second wave or even a third wave of impacts in the future. It is important for companies to prepare and embrace themselves with alternatives in case the global as well as the domestic market suffer again from the pandemic impact. Finland market, in a way, has also suffered from this epidemic waves. The most important thing is to what extent of time would the market recover enough to profit our business,

Next chapter will enable a more detailed view into the current target market: Turku, Finland.

6.2 The Finnish market

6.2.1 PESTEL

6.2.2 Political and Legal

In this section, we will discuss the 2 factors in two different approaches: Political and legal factors on a regular basis and under Covid-19 impact.

Currently there are no laws concerning shoe care business services. Correspondingly, a positive aspect of The Finnish government is the supportive attitude towards startups and new businesses. In 2019, the Finnish government offers start up grant for startups and new businesses, the amount of subsidy was 32.40 euro a day and approximated 700 euro per month. The subsidy can be up to 12 months. (Website of Ministry of Economic Affairs and Employment of Finland 2020).

The Corona virus cases in Finland have risen significantly since November 2020 with total 23,766 cases (Website of Finnish institute for health and wealth fare 2020). Due to this reason, the Finnish Prime Minister Sanna Marin made decision to uphold the state of emergency against the virus pandemic, enforcing restrictions on internal movement. The state of emergency includes closing border, placing laws banning gatherings of more than ten people, nevertheless freight and shipping are still allowed (State of emergency remain in effect... 2020). Several public places and gatherings points are also forced to shut down such as operas, libraries, clubs, swimming pools, churches, restaurants, ... After that, the emergency state has been lift up in June, however, restrictions for restaurants and bars and public place still exist in some form In November 2020, the Finnish government, since lifting of the emergency state in June 2020, still carries out restrictions in some areas depend on the pandemic phase in each region (Website of Finnish government and ministry 2020). For example, Helsinki areas which is in the acceleration phase will have stricter restrictions than other area, this include recommendations for face mask, banning of all indoor and outdoor activities, suspending of all group hobbies over age of 18, switching to distant learning in university and school and restricting on number of customer in nutrition shop (Website of Hus 2020). For Southwest region of Finland, lighter restrictions are

applied, this consist of lowering the number of people gathering to 20 people, sfaty distance recommendation (Website of Avi)

To conclude the political action has result in serious restriction in general movement of the Finnish consumer. This suggest a momentous downturn in the customer need to use footwear cleaning services right now. However, after months of quarantine, the urge to go out and socialize, entertain will likely to be soaring more than ever. This means that the consumer need for services will likely to bounce back strongly after the movement bans are lifted off.

6.2.3 Economic

Based on the information and data on Statista, Finland has quite positive business survival rates. With 85.82% of new businesses survived in the first year, 60.34% firms survived the next 3 years and 40% of new firms stay in business for more than 5 years (Website of Statista: Business survival rate of selected European countries in 2017, by length of survival 2020).

While the world economy undergoes the worst slump in the history, Finland also experiences the impacts in its own way.

As the pandemic strikes, one-fifth of the Finnish companies are exposed to bankruptcy. Consequently, over 17 200 employees have been temporarily laid off and an additional 320 000 employees are under negotiation and in threat of being laid off (EK: Almost a fifth of Finnish... 2020). Especially, the service sector seems to suffer from the impact the most (See figure 11).

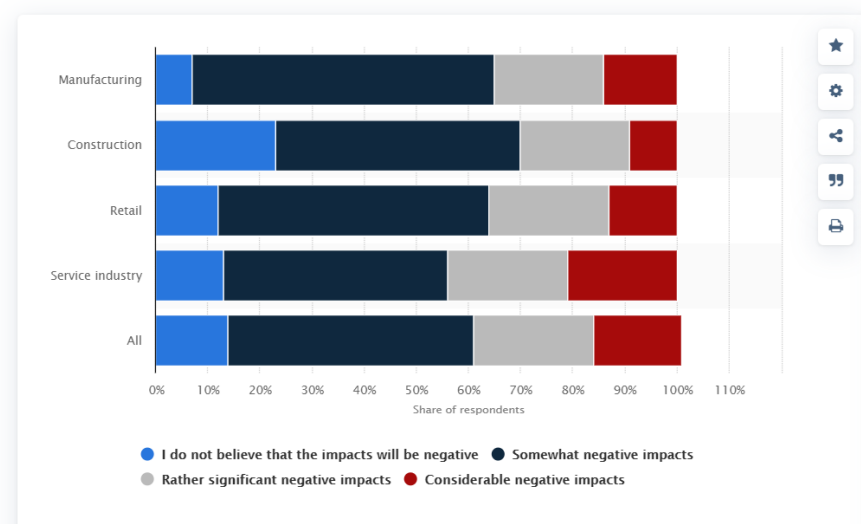


Figure 11. Impact of COVID-19 on the financial situation of employer companies in Finland in March 2020, by sector (Website of Statista: Impact of COVID-19 on the financial situation of employer companies in Finland in March 2020, by sector 2020)

Moreover, the food price is expected to rise sharply, 1.0 percent this year and 1.4 percent next year due to the swelling in the cost in the food production chain. Experts also suggested that, the price of meat will likely rocket to 4 percent this year due to product firm's competition (PTT forecasts 1% increase... 2019).

The Finnish economy relies heavily on export industries because of its modest domestic market, as the movement ban and closing border are enacted worldwide, surely the future of the economy will not be so promising. Evidently, Finland is gradually shifting into an early recession without any sufficient economic methods to prevent the hazard, neither through subsidies nor fiscal stimulus (Economist: Finland cannot recover... 2020).

In conclusion, many firms and industries in Finland have to endure financial breakdown which leads to a massive increase in unemployment rate. Evidently, report by the employment ministry suggests that the pandemic has result in almost double in unemployed rate, pilling up to 433 000 unemployed job seekers by the end of April (Unemployed jobseeker figure almost double in April 2020)

Along with the soaring of price in common commodities such as food, these factors will have a profound influence on the customer buying behavior as well as buyer and supplier power which are to be discussed in detail in Porter's five forces analysis.

6.2.4 Social

In 2018, Finland had a total population of 5.51 million. The population has appeared to have signs of an old population, the number of inhabitants from over 40 years old accounts for half of the population and this ratio has not changed since 2008 (See figure 12).

Population of Finland 2008-2018, by age

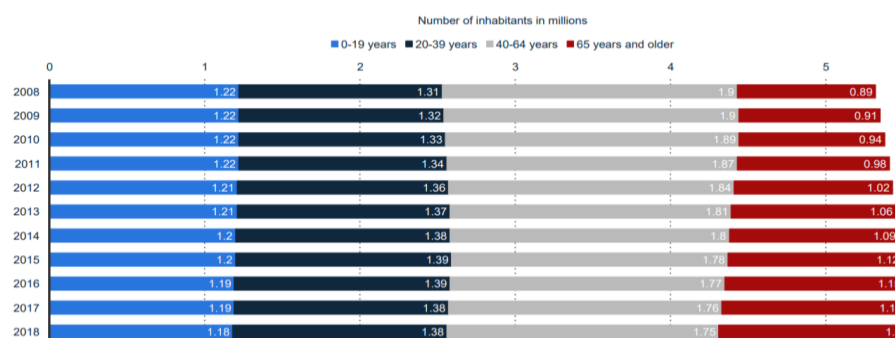


Figure 12. Population of Finland 2008-2018 by age (Website of Statista: Demographic of Finland 2019, 4).

Turku, located in South West Finland, a region with the second highest population density with 44.9 habitants per square (See figure 13).

Density of the population of Finland in 2018, by region

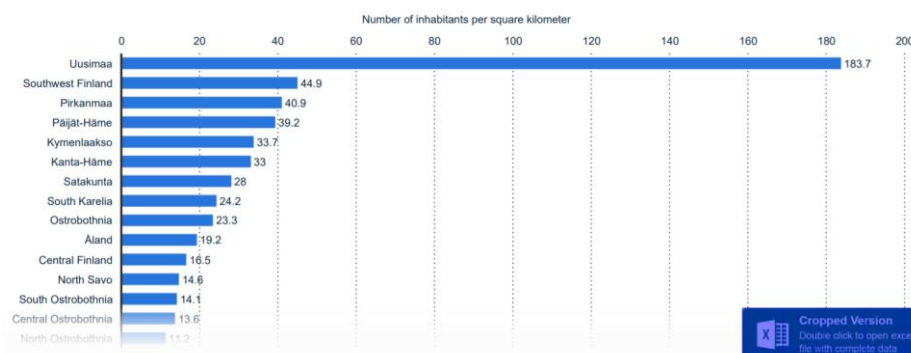


Figure 13. Density of population in Finland (Website of Statista: Demographic of Finland 2019, 31).

However, when compared Turku only placed as 5th largest city in Finland with 192,962 habitants (see figure 14).

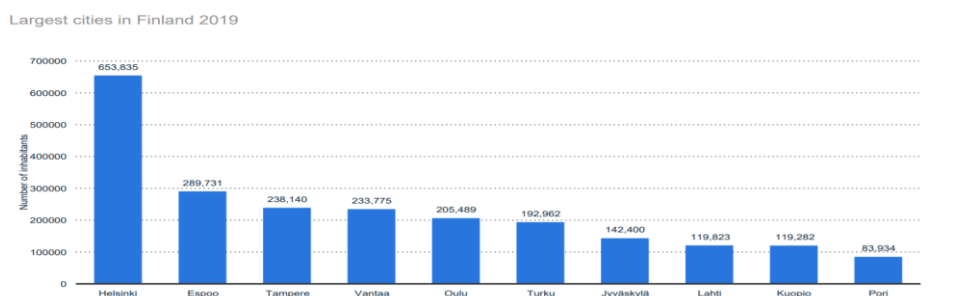


Figure 14. Largest cities Finland 2019 (Website of Statista: Demographic of Finland 2019, 32).

6.2.5 Technology

In 2019, along with Sweden, Netherland and Denmark, Finland ranked 1st in the digital performance with top ratings in DESI 2019 (See figure 15).

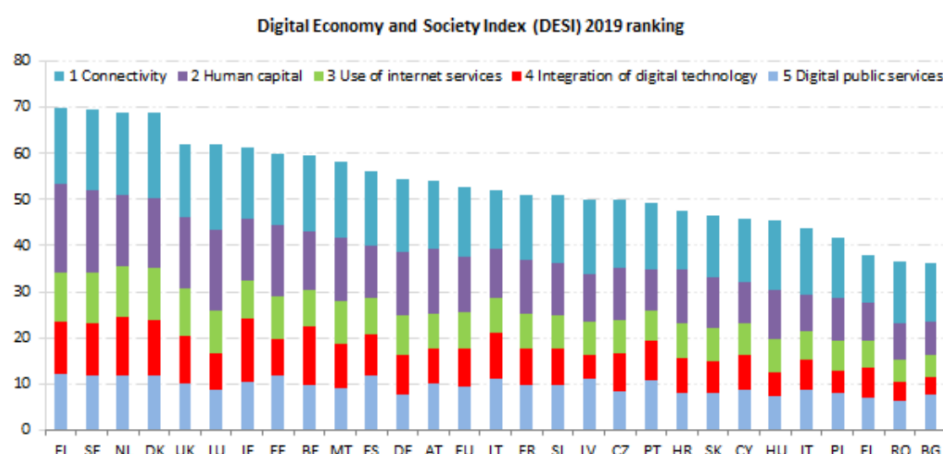


Figure 15. DESI 2019 ranking (Website of European commission 2019)

DESI is an acronym for the Digital Economy and Society Index. It is a complex index that describes the digital performance by tracking EU member digital competitions.

DESI measure digital competitiveness through 5 dimensions. The first dimension is connectivity, assessing the deployment of broadband infrastructure and its quality. The second dimension is Human capital, representing the skills required to exploit the digital opportunity. The third dimension evaluates the use of internet by citizen. Then the fourth dimension quantifies the level of applications of digital technology into business and e commerce. The last indicator is Digital public service which measure

the implication of digital technology into public service such as e-Government or e-Health (Website of the European commission 2019).

Overall, the digital technology application has created a transparent and efficient in legal process for business. The Finland e-Government offers online business guidance as well as legal and financial consultation for business and entrepreneur through the website WWW.businessfinland.fi.

Digital technology advancement, high connectivity together with a wide use of internet has created a cashless economy where payments by cash are rarely seen, this help eradicating business risks such as robbery, counterfeit. It also benefits business owner by enabling easy tracking of transactions, balance as well as the monthly fixed cost. Additionally, the wide use of internet services offers company opportunity to reach customers through social online tools such as Facebook, Twitter, Instagram and also helps businesses connect with each other

6.2.6 Environment

Finland has a colder environment when compared to other countries. The weather is diversified substantially in different seasons. In the Southern area, spring comes at the beginning of April causing great changes in the nature due to snow melting. In summer the average temperature is about 20 C, and the heat reaches its peak in July. Then Autumn often starts at the end of August with frequent rain and wind. Finally, the winter begins at early December till late February, the day temperature varies from -10 C to -20 C. Moreover, the ground in this season is quite icy and slippery (The website of infoFinland 2019).

To shoe care business, the diversity of seasons and weather in Finland affect largely to customer's choice of services, for example: In August and Winter, to protect shoes from rain and snow, Nano-coating service might be more favored by customer. Therefore, these feature traits should be considered carefully to be able to achieve proper customer segmenting.

6.3 PORTER FIVE FORCE

6.3.1 Power of supplier

There is a high chance of product scarcity in the production area since many firms had to cease production due to the Coronavirus. Therefore, the cost of shoe care product material is likely to rise. However, as the world economy starts to skids into a recession (statistic detail in section 6.1), there is also high probability that the general consumption of shoe care product's will drop sharply (another factor that could back up this idea is that the shoe care product is not a commodity). So, in response, local firms have to apply promotion in price to stimulate product consumption. To conclude, the power of supplier is not at its strongest state, therefore, we could manipulate the price of the material by taking advantage through negotiating with the local firm.

6.3.2 Power of buyer

Similarly, as the unemployment rate increases combined with the surge in food and commodities (price details in section 6.2.2), this could affect customer willingness to use the service. There is a chance customer will be more price-sensitive, the customer also might shift to cheaper option such as buy the shoe care product and do it themselves. These indicate, to counter this problem, we could focus on implementing promotions or selling shoe care products.

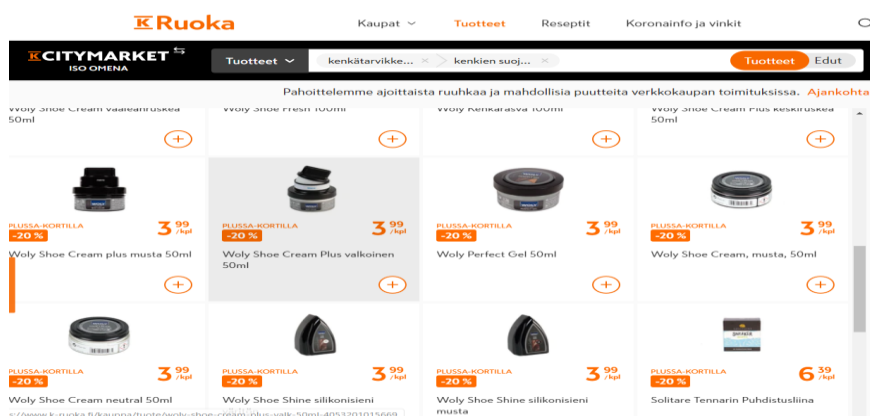


Figure 16. Shoe care product in K market (Website of K Ruoka 2020).

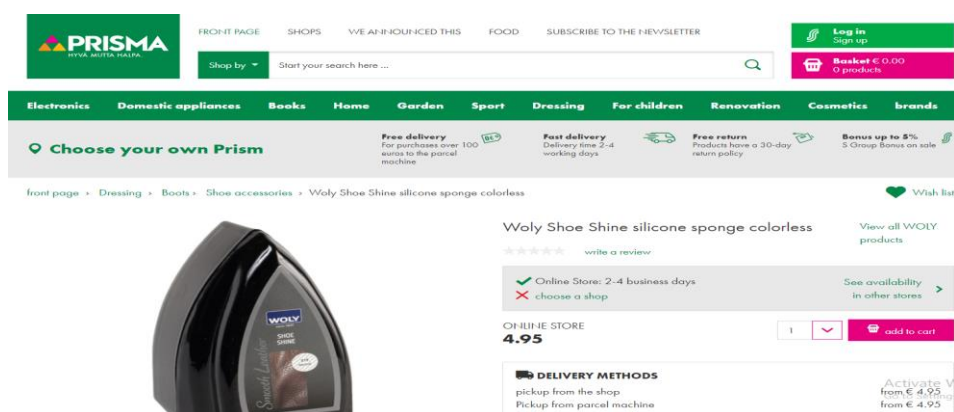


Figure 17. Shoe care products in Prisma (Website of Prisma 2020).

However, as shoe care products are sold widely around Finland in supermarkets like Prisma, K super market or outlet (See figure 16 and 17), shifting to selling shoe care products is not a wise choice. Another option is to focus on higher customer section, where expensive footwear value becomes a factor preventing customers from handling the footwear on their own.

6.3.3 Rivalry and threat of new entrance

Finland, reflecting signs of a glooming economy (see statistic in section 6.2.2), accompanied with a high probability of heavy deduction in the gross GDP (See figure 18), as suggested by Warner (Section 4.2.4), could be a potential conduct for intense rivalry in the market.

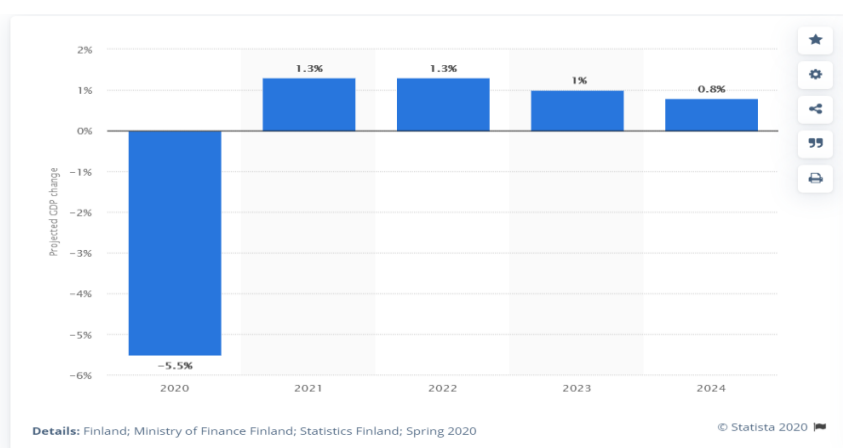


Figure 18. Post Corona virus growth GDP forecast in Finland 2020-2024 (Website of Statista: Post Corona virus growth GDP forecast in Finland 2020-2024 2020).

Through various research on Google, it appears that there are no traces of any company specializing in Shoe care service that is operating in Turku right now. However, in this section, concerning rivalry and threat of new entrants, most possible elements of rivalry could come from

Footwear provider: Some shoe stores and outlets offer after sale service that include shoe care service, shoe care products for customer. We must find out which stores and outlets offer those. Through online research on google map and taking various visits to different outlets, the author has made a list of footwear stores and outlets and singled out which shoe care related service or product they have.

	Store	Shoe care service	Shoe care product
1	Nilson shoe	none	none
2	Click shoe	none	none
3	Blanco footwear	none	none
4	Anne's shoe	none	none
5	Ecco shop	none	none
6	Brand shoe store	none	none
7	Porta Nove	none	none
8	Dinsko and Nilson	none	yes
9	The Athlete's foot Hansa	none	none
10	Skechers	none	none
11	La Storia	none	none
12	Shoe house	none	none
<u>13</u>	<u>Kookenkä</u>	none	yes
14	Intersport	none	yes
15	Sievi shop	none	yes
16	Kenkä lehtonen & Kump	none	none

17	Jalkineliike Stella	none	none
18	Budget sport	none	none
19	Houpa landia	none	none
<u>20</u>	Kupittaa suutari ja kehystämö	yes	none
21	Verkkokauppa Heldielise	none	none
22	Element wear	none	none
23	Halonen	none	yes
24	Dylan's trading	none	none
25	Xanriina Oy vaateliike	none	none
26	Partioaitta Turku	none	yes
27	Day off skate boarding	none	none
28	Dots	none	none
29	Scandinavian outdoor	none	yes
30	Marimeko	none	none
31	Luhta brand store	none	yes
32	Gant	none	none
33	XXL sport	none	yes
34	Stockmann	none	none
35	Ocean Spirit	none	none
36	Divas Kenkäkauppa	none	none
37	Zara	none	none
38	Carlings	none	none
39	Turun Suunnistajan Kauppa	none	none
40	Tigo clothing	none	none
41	Image wear	none	none
42	Prisma	none	yes
43	K-city market	none	yes
44	Halonen Mylly	none	yes
45	COS	none	none
46	Tokmani	none	yes
47	H&M	none	none
48	Stadium	none	yes

49	Jukka-Tukku Oy	none	none
50	Suomen Ratsutarvike Turku	none	none
51	Clash Olson	none	yes
52	Jack & Jones	none	none
53	BB- Fashion oy	none	none
54	Sweat shop	none	none
55	Nummen Pyora	none	none
56	Style shoe Turku	none	none

Table 1. List of footwear companies and outlets in the Turku area.

As we can see from the table listing above, after researching the market, findings show that in total 56 stores and outlets footwear, 15 stores (including super markets) have footwear care products for sale and only 1 store has the shoe care service. However, the only store that runs shoe care service (Kupittaan suutari ja kehystämö) only offer fixing shoes.

Another potential rivalry could be those companies that offer laundry service. A research has also been made in the Turku area. Consequently, the author has to made research by contacting and visiting various laundry companies in Turku area based on information provided by google and the website of Finland business information system (YTJ.fi). The results are as follows:

	Store	Shoe care service	Company size	Main line of business
1	Auran Pesupojat	none	Medium sized	Washing and dry-cleaning services for households
2	Puhdaspalvelu Fi Oy	none	Medium sized	Washing and dry-cleaning services for enterprises

3	Viherpesu Oy	none	Medium sized	Washing and dry-cleaning services for enterprises
4	Melers Oy	none	Medium sized	Washing and dry-cleaning services for enterprises
5	Pesula Bam Oy	none	Medium sized	Washing and dry-cleaning services for enterprises
6	24 pesula	none	Medium sized	Washing and dry-cleaning services for enterprises
7	Turku Kotipesula Oy	none	Medium sized	Laundry service for house hold
8	Pesula Sani Oy	none	Medium sized	Laundry service
9	SOL pesula	none	Medium sized	Laundry service

Table 2. List of laundry services in the Turku area.

The information extracted from the list above shown that, there are 9 companies in the Turku central area that could be our rival. None of them has shoe care related service. However, all of them are Medium sized with more than 50 employees, considering the stagnant in cleaning market demand caused by the Covid-19, the possibility of these company make their way to the shoe care business are high if the shoe care market is profitable enough

6.3.4 Threat of new entrance and substitution

For substitution, the market research finding in the rivalry section has proven that the only substitution in the market right now are shoe care products offered by shoe outlets and supermarkets such as shoe clean products and Nano coating sprays for shoes.

Then for threat of rivalry, we will be focused on 2 main subjects which are footwear outlets and laundry companies.

For footwear provider such as shoe store, supermarket and outlet, their level of threat is most likely low. This conclusion is based on the fact that, after researching the market, the author has found out that most shoe stores are either too small in size or too big (offering too many products other than shoes such as clothes, bags, accessories).

For laundry company, based on the list above in rivalry section for laundry companies. All nine companies are medium size. This means that these cleaning company, most of them have the capability, the financial status and the motive (employees cost to pay)- as explained in the rivalry section.

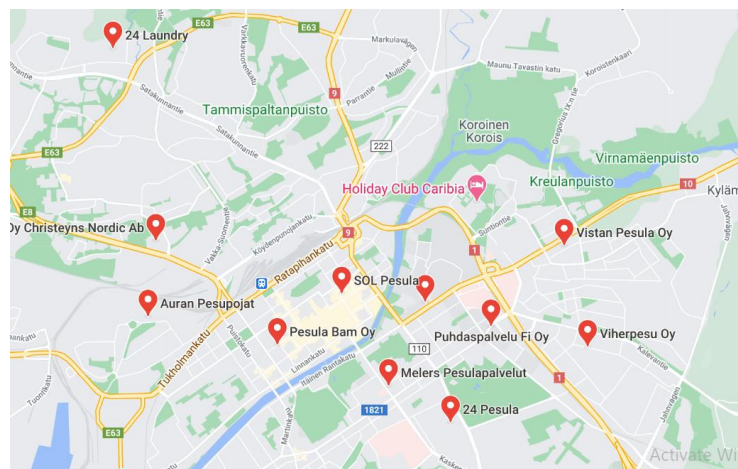


Figure 19. (Website of google map: Laundry services 2020)

Nevertheless, through researching, findings shown that in the laundry service business, there are more than 8 companies (in total of 9) that operate near the center of Turku (See figure 19). The fact that there are many laundry services together with high competition in the market (as explained in the Rivalry section 6.3.3), can become a primary cause for these companies to step into the shoe care service, creating more substitutions for customers to choose. Another element to support this conclusion is

that, the shoe care service business model is easy to replicate, especially for companies that already have experience in the sanitary sector.

To conclude, to retaliate to this threat of new entrance, we need to professionalize and specialize our services to earn as much market share as possible as right now in this specific shoe care market there are near to zero competitors.

6.4 SWOT

At the moment there seems to be no other company that offers the same kind of service. Also our company services are especially designed for sneaker heads (people who love and collect shoe). And, to those who love high-end shoes, our service turns out to be the best choice. Furthermore, our service also guarantees that customers are satisfied with our service, we offer to redo the service for free if the feedback is legit. On the contrary, our business and shoe care service concept is quite new to the market, this is set to be the biggest drawback for our company profile. Also, as mentioned in section 6.3.4, Our business recipe is easy to replicate, consequently, in this gloomy and competitive market, laundry service might step into the business for competition.

The external factors also reveal a great deal of opportunities as right now there is no rivalry in the market (See section 6.3.3) with only 1 substitution which is the shoe care products sold in local stores and supermarkets (See section 6.3.2). One more advantage is that, according to analyses in section 6.3.1 the raw material cost will likely fall in the future.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Only cleaning service specializing in footwear products. • Offering various services for sneaker heads such as: Footwear sanitary and shoe care products, Repaint, Coating, Sole protector. 	<ul style="list-style-type: none"> • Business concept is new to the customer. • Business model is easy to replicate
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • No rivalry (right now) • Only 1 substitution (Buying shoe care products instead of using the service) • Cost of materials might get lower (in the future) 	<ul style="list-style-type: none"> • Threat of new entrance from exist laundry companies. • Customer is price sensitive.

Table 3. SWOT analysis of SClean

Similarly, analysis in section 6.3.2 reflect that due to the slump in the general economy the buyers are most likely sensitive to the service price.

6.5 SURVEY RESULTS AND FINDINGS

The survey was carried out online by Google form and shared via email, WhatsApp's, mobile text, Discord (Online voice chat application), Facebook to different groups such as Turku student association, Vietnamese student who live in Turku, British people who live in Turku, group of service design in Turku, Turku catholic WhatsApp group, , Discord groups. Also, the author of this thesis, with the help of Father Stanislaw of Turku St. Bridget and Blessed Hemming church, has been able to share this to the catholic community and locals who live in Turku.

What is your prefer language? Asiointi kieli?

113 câu trả lời

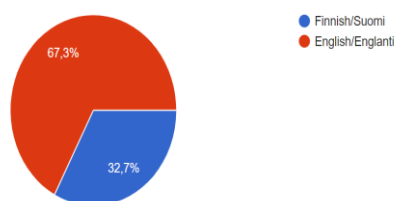


Figure 20. Percentage of Finnish and English responds.

The survey has received total of 113 responses with 76 participants who answer in English and 37 participants who answer in Finnish (Figure 20).

For Finnish responds, there are 21 females and 16 males while for English respond the ratio are 33 males 43 females (Figure 21).

	Total (N=113)	Finnish responses	English responses
Male	49	16	33
Female	64	21	43

Figure 21. Gender proportion of Finnish and English respondents.

The majority of the Finnish respondents (Figure 22) are from 19-59 (89,01%) and only 5,4% (2 respondents) from under 18 years old and also 5,4% (2 respondents) over 59 years' old

2.Kuinka vanha sina olet?

37 câu trả lời

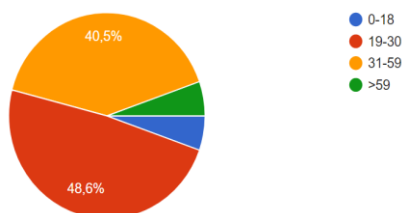


Figure 22. Age division of Finnish respondents (N=37).

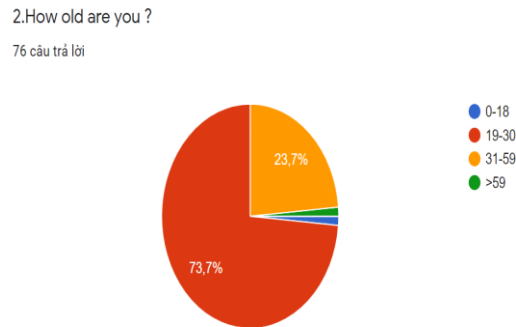


Figure 23. Age division of English respondent (N=76).

Similarly, For English respondents there are a large portion of respondents from 19-30 years old (73,7%) which are mostly students and post-graduate. While the portion of respondents from 31-59 ranks second with 23,7%. Respondents from under 18 years old and over 59 years old only take approximately 2% of the total English respondent pool (Figure 23).

In terms of customer awareness of the shoe business concept (Figure 24), both answers from Finnish respondents and English respondents illustrate the level of unfamiliarity of the business concept 81% for Finnish respondents and 61,8% for English respondents.



Figure 24. Business awareness between Finnish and English respondents.

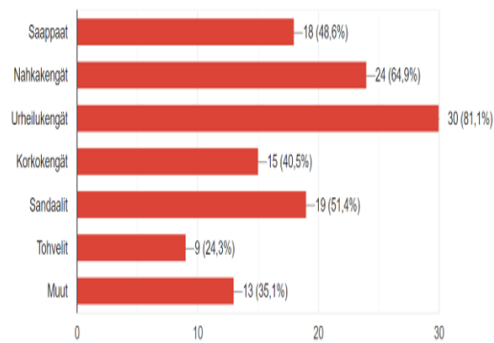
This confirms the conclusion that the concept of shoe care is relatively strange to not only in Finnish market in general but especially for Turku area.

Then, question number 4 will generate some insights of customer choice of footwears. In this question outcome (Figure 25), we will focus on 4 types of footwear: Boots, leather shoes, athletic shoes and heels in which boots and athletic shoes represent the

potential demand in shoe clean services while heels and leather shoes indicate the potential demand for shoe wax.

4. Minkä tyyppisiä kenkiä sinulla on tällä hetkellä? (Voit valita useamman kuin yhden vaihtoehdon)

37 câu trả lời



4. Which type of shoe do you currently own? (You can choose more than 1 alternative)

76 câu trả lời

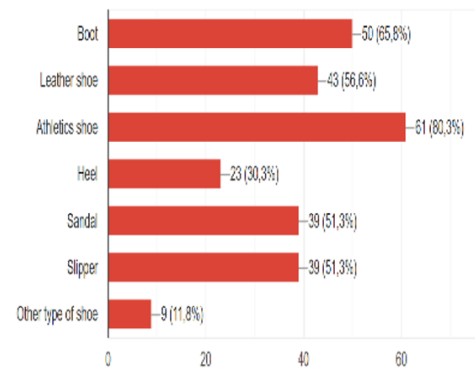


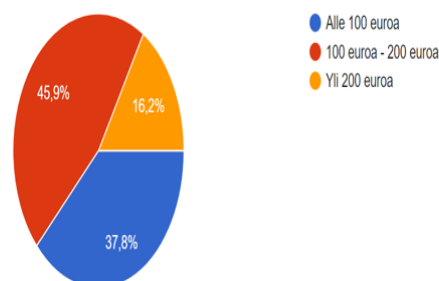
Figure 25. Participants choice of footwear.

The share of boots (48.6%) and athletic (81.1%) shoes owned by Finnish respondents outweighs the total ratio of leather shoes (64.9%) and heels (40.5%). Similarly, the pattern is the same for English respondents.

In conclusion, the responses from both Finnish and English participants show signs that, the potential demand for shoe clean service is higher than for shoe wax service. Next, question number 5 illustrates the average value of footwear owned by the respondents (Figure 26). This information in some way, help us decide our business strategy concerning pricing and customer segment.

5. Paljonko on maksanut kallein omistamasi kenkäpari?

37 câu trả lời



5. What is the value of the most expensive shoe you own?

76 câu trả lời

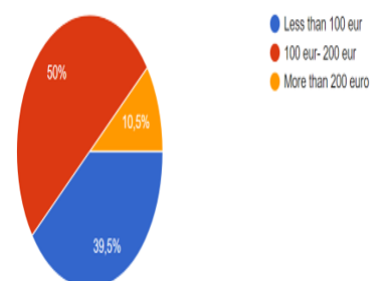


Figure 26. Value of footwear owned by respondents

Both statistic from Finnish and English respondent illustrate a similar pattern that most footwear owned are middle to high end, while low-end footwear products in both

groups outcome is under 50% (37,8% for Finnish respondents and 38,5% for English respondents)

The question number 6 demonstrates the customer's level of interest in each services offered by Sclean which are shoe clean, shoe polish, Nano coating and sole protector

6.Which of these services offered below that you are likely to use in the future?

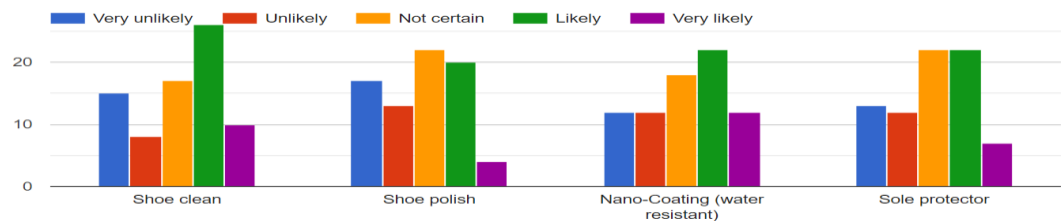


Figure 27. English respondents's willingness to try the services.

According to figure 27, the English respondents willingness to use the service is high in all 4 services offered by Sclean even though the business concept is still new to them.

6.Mitä seuraavista palveluista todennäköisesti käytät tulevaisuudessa?

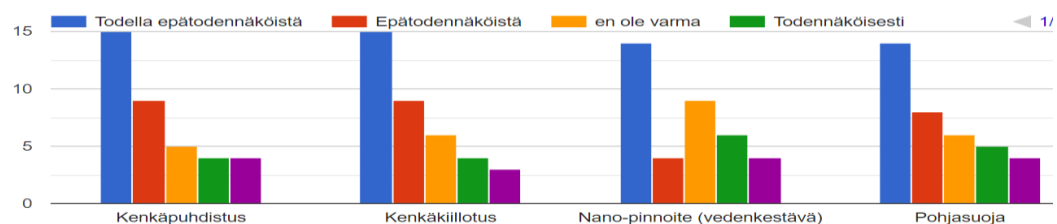


Figure 28. Finnish respondent's willingness to try the services.

On the contrary, the Finnish respondents willingness to use the services is relatively low (Figure 28) due to the new business concept, Finnish consumer's willingness to buy is most likely related to the low awareness of the business concept.



Figure 29. Respondents choice of price for shoe clean service.

For the price of the shoe clean services (Figure 29), both the majority of Finnish and English respondents favor price range from 10-20 euro, only approximately 10% favor price range from 20-30 euro and less than 2% for both types of respondents willingly pay more than 30 euro.

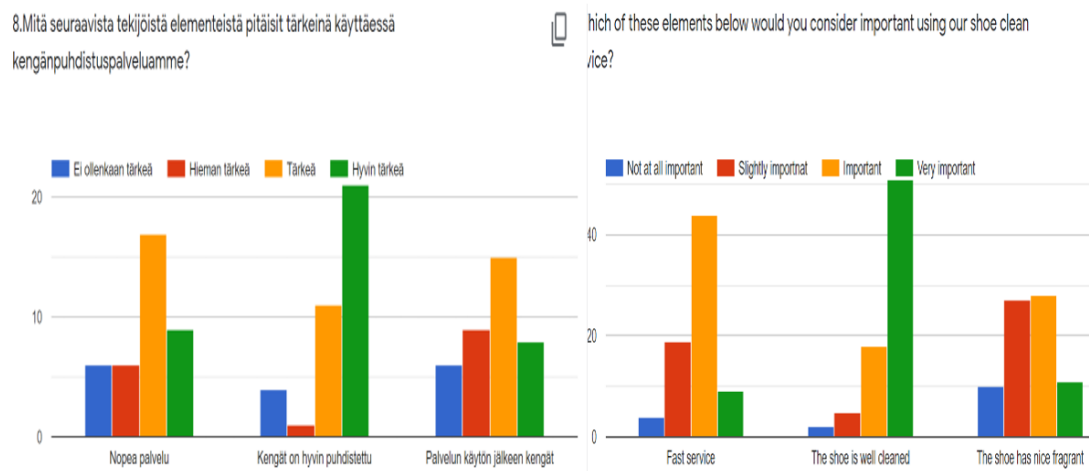
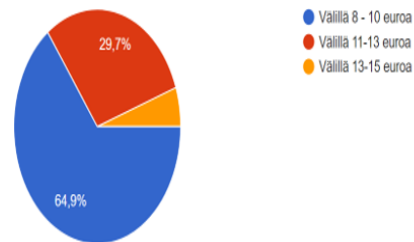


Figure 30. Customer priority ranking of different values offered using shoe clean service.

The statistics in question 8 (Figure 30) reveals that both Finnish and English respondents considered quality of the service as very important, second is the speed of the service and finally the add-on services.

9. Mikä on hintaluokka, jonka olet valmis maksamaan kenkäkiillotuksesta?
37 câu trả lời



9. What is the price range you are willing to pay for shoe polish service?
76 câu trả lời

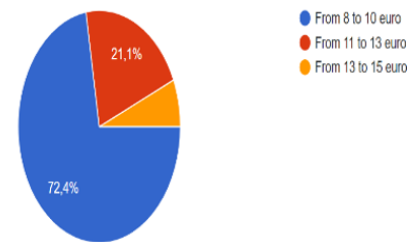
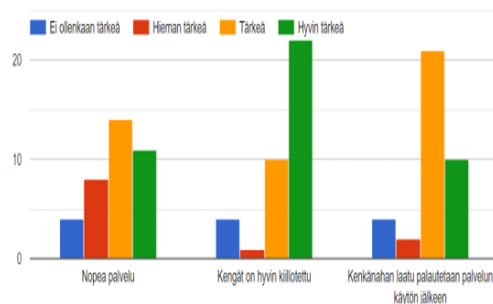


Figure 31. Respondents choice of price for shoe polish service.

As for shoe polishing services, both types of respondents have the majority have selected the price range from 8-10 euro, the second favored price range vary from 11-13 euro, the least favored price range are from 13-15 euro (Figure 31).

10. Mitä seuraavista tekijöistä elementeistä pitäisit tärkeinä käyttäessä
kengänpuhdistuspalveluamme? elementeistä pitäisit tärkeinä käyttäessä
kengäkkiillotuspalveluamme?



10. Which of these elements below would you consider important using our shoe polish service?

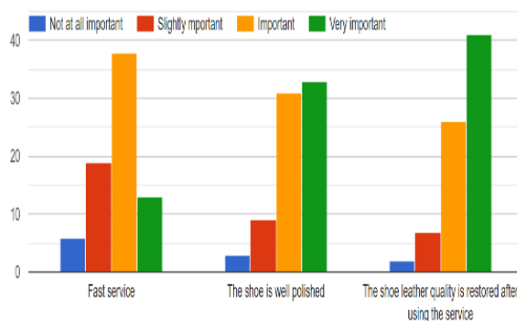


Figure 32. Customer priority ranking of different value offered using shoe polish service.

However, in the shoe polishing service the Finnish respondents would value the quality of the service over service speed and service add-on while the majority English respondent favour the service add-on which is leather restoration add-on feature over the rest (Figure 32).

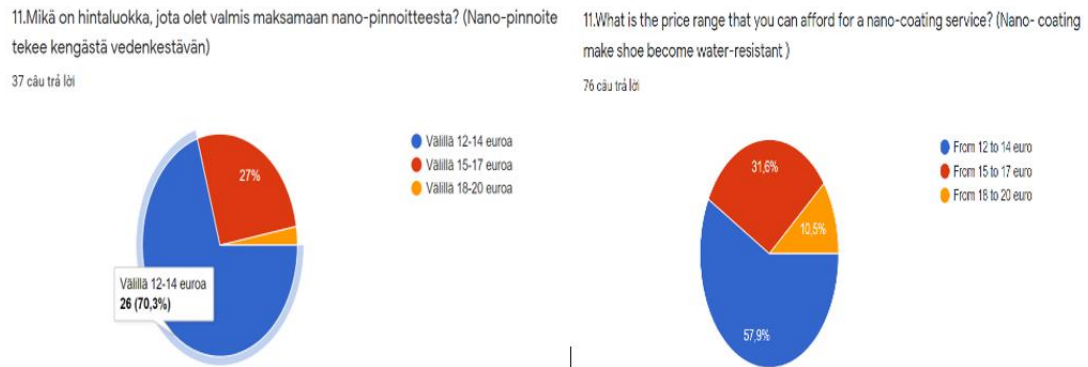


Figure 33. Respondents choice of price for shoe polish service.

The customer's level of price that they are willing to pay for coating service are the same for both Finnish respondents and English respondents (Figure 33). Both types show a major interest in the price range from 12-14 euro, the second is the price tag from 15-17 euro and the least favorite price tag is from 18-20 euro.

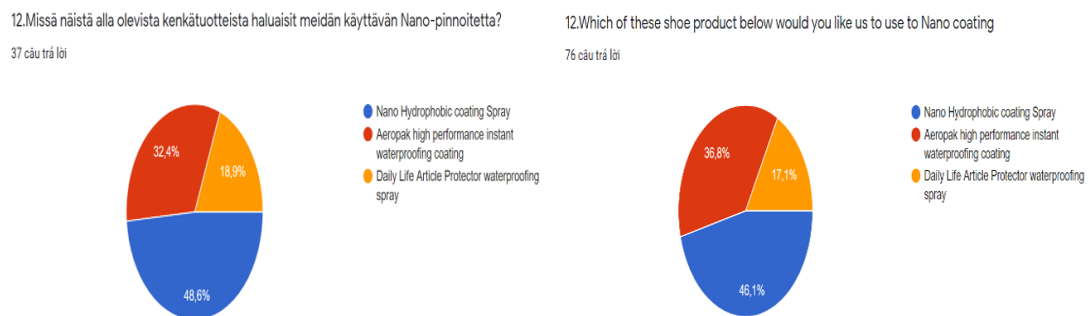


Figure 34. Customer choice of footwear coating product.

For this question, a research has been made on Alibaba B2B market for the potential supplier for Nano coating product. After considering carefully, 3 specific products were chosen, (more detail will be discussed in product recommendation), however, opinion from the customer perspective is also needed. The author wants to find out which coating products appearance attract the customers most (Figure 34).

The most favorite product is Nano hydrophobic coating from Xian explution tech Co Ltd (for both English and Finnish respondents). Coming in second is Aeropark high performance coating from ShenZen company. Finishing in last is daily life water proofing coating Guangzhou company (Figure 34).



Figure 35. Respondents choice of price for sole protector service.

Again, when considering the level of price that the customer is willing to pay for the sole protector service (Figure 35), we can see that both respondents from Finnish and English favor the lowest option which is the price range from 10-15 euro. The second favorite price is from 15-20 euro. Very few respondents chose the price range that are over 20 euro.

An interesting discovery was reflexed through question 14 results, responses from English and Finnish respondent about the importance of home delivery service are inconsistent. While Finnish respondents do not consider home delivery as necessary, the English counterparts show great interest in home delivery service (Figure 36).

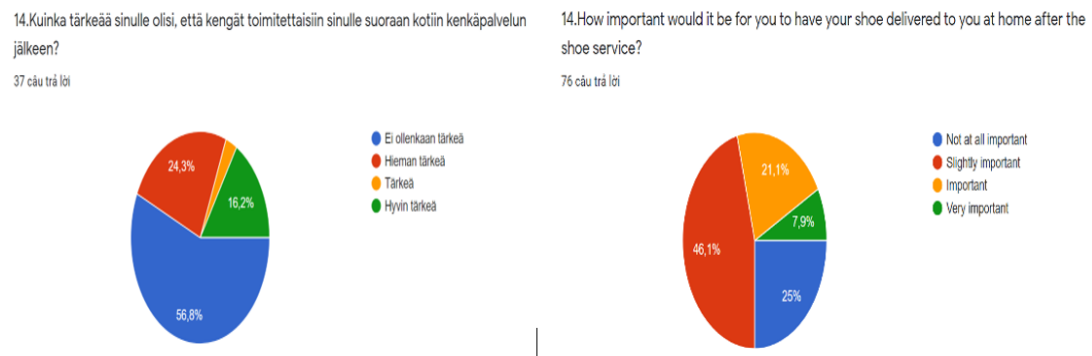
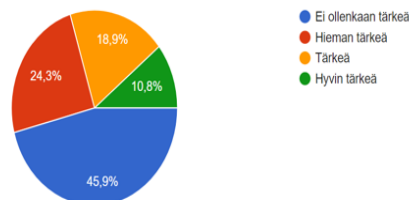


Figure 36. Importance of delivery service to respondents.

When being asked about the price range that the respondents can afford (Question 15), the majority of responses varies from 5-15 euro. So this should be the price range for our delivery service.

Question 16 was established to find out whether the Sclean store should be placed near the center (Figure 37). The majority of both Finnish and English respondents illustrate great interest toward store locating near center.

16.Kuinka tärkeää olisi, että myymälämme sijaitsisi keskustassa?
37 câu trả lời



16.How important would it be that our store is located in the city center?
76 câu trả lời

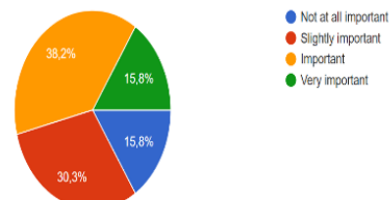
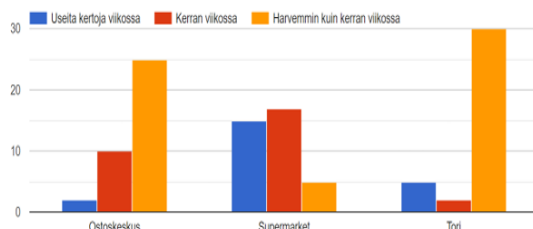


Figure 37. Respondents' opinions on near center location,

Question 17 was established to measure the customer visit frequency at the shopping centers, supermarkets and outdoor markets (Figure 38). The result shows that for both Finnish and English respondents, the highest visit frequency in supermarkets than second highest visit frequency is the shopping center sand least visit frequency is in the outdoor markets.

17.Kuinka usein vieraillet seuraavissa paikoissa?



17.How often do you visit the following places ?

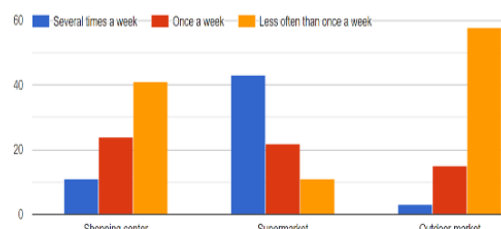


Figure 38. Respondent's visit frequencies.

In terms of selecting form of promotion, question 18 shows that (based on the total number of choices on slightly important, important and very important) both English and Finnish respondents most interested type is discount and membership discount while gifts are not really an favored promotion type to the Finnish respondents but for English respondents it is highly expected (Figure 39).

18.Miten tärkeinä pidät seuraavia myynninedistämisen keinoja?

18.How important do you consider the following promotion types?

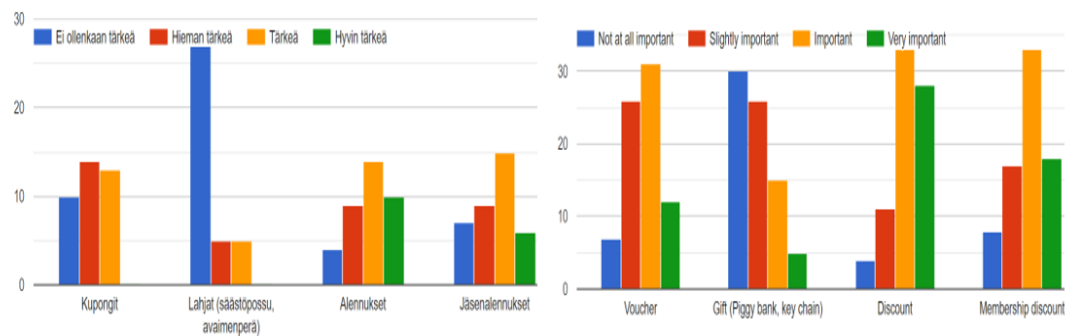


Figure 39. Respondent's opinion on promotion type.

Question 19 reviews the importance of 4 elements: staff price location and quality of service to the customer total experience of the shoe care service (Figure 40). The result shows that both English and Finnish respondents are concerned greatly about the quality then the cost of the service while the element of staff only rank third and the least important is the location of the service.

19.Kuinka tärkeinä pidät seuraavia tekijöitä palveluitamme käytettäessä?



19.How important do you consider the following factors, when using our service?

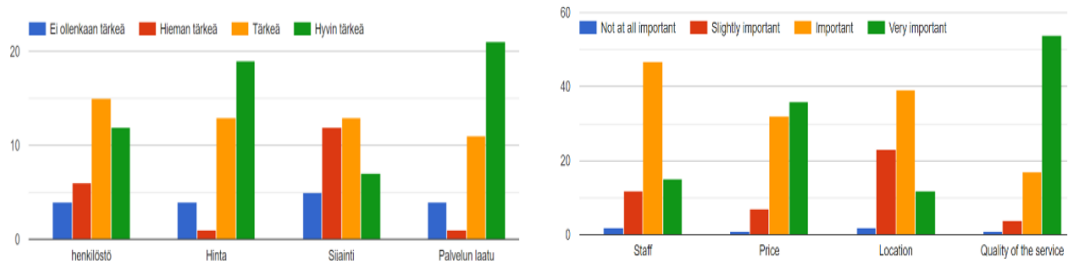
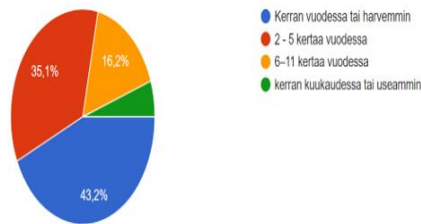


Figure 40. Customer's value on different elements of a service.

Question 20 is set up to measure the potential demand of the customers based on their shoe sanitary frequency (Figure 41). For Finnish respondent more than 43,2% sanitize their shoe once a year or less, while for the English counterpart, the portion of frequency of once a year or less is only 21,1%. This shows that the potential shoe sanitary demand for the English respondents is much higher than for the Finnish respondents, this could also be seen in the English respondents that the total portion of sanitary frequencies more than 6 times a year and once a month is much higher than its Finnish counterpart.

20. Kuinka usein puhdistat itse kenkäsi ?
37 câu trả lời



20. How often do you clean your shoes by yourself?
76 câu trả lời

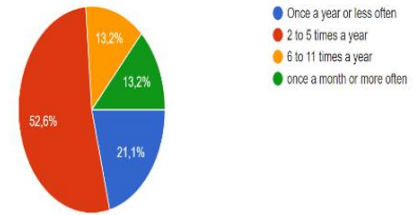


Figure 41. Respondents footwear sanitary frequency.

An useful information is collected in question 21. When being asked what kind of material the respondents use to clean their footwear. Most responses are with water, toothpaste, baking soda, natri clorua, soap with toothbrush or wet tissue. These methods could actually clean the shoe, however it is not the right way, using these substances could wear out the shoe material faster.

6.6 MARKETING OBJECTIVES

Based on the external and internal analysis, the marketing objectives for SClean are set up as follow:

- Quickly acquire market share (since there is no rivalry) through integrated marketing.
- Familiarize customer with the business concept.
- Reduce fixed cost.
- Increase marketing efficiency through key partnering.

As we defined the market in previous chapters, the concept of the business is new to the market and to the customer, this is backed up by the fact that there is no trace of any companies that have similar service. As a result, the priority focus should be familiarizing the business concept to the customers. Thus, as the company is one and only kind in the market, this is the opportunity to acquire market share and to be dominant in the field in the future. Finally, as we concluded in the general market section, the recession and impacts of the epidemic will likely prolong in the future,

consequently to deal with this matter, the company has to find a way to reduce fixed costs or to gain more revenue: either through lowering raw material cost, number of staff or through partnering with other businesses.

7 SUGGESTIONS FOR SCLEAN

7.1 Segmentation

The recommend segments should be divided as follows:

Segmentation based on behavioristics variable (based on customer reaction toward a service) –segmentation by readiness- based on the survey result, the outcome points out that respondents who answered in English show high willingness to try the shoe care service. So this segment should include bilingual Finns, foreigners who live in Finland

The second recommendation of segment should be based on benefits sought variable. This mainly because that both majority of English and Finnish respondents favor the lowest option of price given in all 4 services. So this segment should include customers who seek low services cost.

The third recommended segment based on benefits sought should be customers who favored quality of the service (based on the fact that the result in question 19 figure 40 illustrate that English and Finnish respondents value quality over all other elements).

7.2 Targeting

In terms of targeting, a vital point to take into consideration is the customer sensitivity toward the service cost. The analysis of the external environment illustrates various elements affecting the customer price sensitivity (economic slump, high unemployment rate, rising of food cost). Additionally, the survey results concerning

customer willingness to pay on 3 services: Shoe clean, shoe wax and shoe coating indicates a general choice towards the cheapest price option given by the company.

In conclusion, the estimated demand of our services will be low. Even though the survey results have told us that the majority of respondents own sneakers and leather shoes, however, we need to know which one is the trending and which segment has the majority of the customer. So in the end, targeting should only be based on the sale statistics.

7.3 Positioning

For positioning, as mentioned in segmentation, question 19 figure 40 in survey confirm that respondents value quality of the service more than its cost.

Therefore, we should position our service to be ‘affordable and great quality’. This means that our service should be perceived as affordable and quality guaranteed.

7.4 Possible marketing mix to be used by SClean.

7.4.1 Product

Our company at the beginning will offer 4 basic services: Shoe clean- Shoe polish- Sole protection and Nano coating. In the beginning, the company should only focus on building customer loyalty through improving service quality. As we discussed in the market segmentation: Targeting. The beginning period of sale will give the company some statistics about the actual customer data, Then, based on that statistics, the company will be able to realize which segment is worth targeting and focusing on.

A possible service that we could implement in the future when the company has already had its place in the market is shoe customization. Shoe customization is to repaint the shoes based on the design that customer desires. This service is becoming more and more trending in the shoe customers these days.

In terms of choosing suppliers, the author has made contact with several suppliers. The outcome is that EU and China will be the best supplier for our company. China supplier has quite low cost shoe care product while EU has better price in high end shoe care

product. In conclusion, the company should choose shoes care supply for general cleaning from China supplier and high end shoes cleaning supply from EU.

7.4.2 Promotion

Our first priority should be familiarizing business concept to the market, therefore we will have to launch many promotions on service price along with digital marketing and traditional marketing. In this section the author will propose the type of promotions that should be implemented and their cost. In this section 3 types of promotion that will be recommended are:

1. Online social promotion.
2. Marketing stand
3. Membership card and discount voucher

First step for promotion should begin at social digital platform as Finland ranks third in a digital economy, not only the business is connected online but this also means that we can connect with our customers through different online channels and applications such as Facebook, Instagram. Therefore, for social media marketing, a SClean business website should be set up, along with establishing SClean main page on Facebook and Instagram. Then the main goal is stimulating customer interaction with these pages, having these pages to acquire an amount of 1000 likes and followers. About the cost, content and website design can be done by the author so there will be no cost. There are several suggestions for digital marketing as follows:

Apart from the goal getting a minimum of 1000 real likes and followers. Acquiring Instagram and Facebook likes and follows for our pages from private seller to improve our page appearance. Here is an example of Instagram likes and follows price by a private seller.

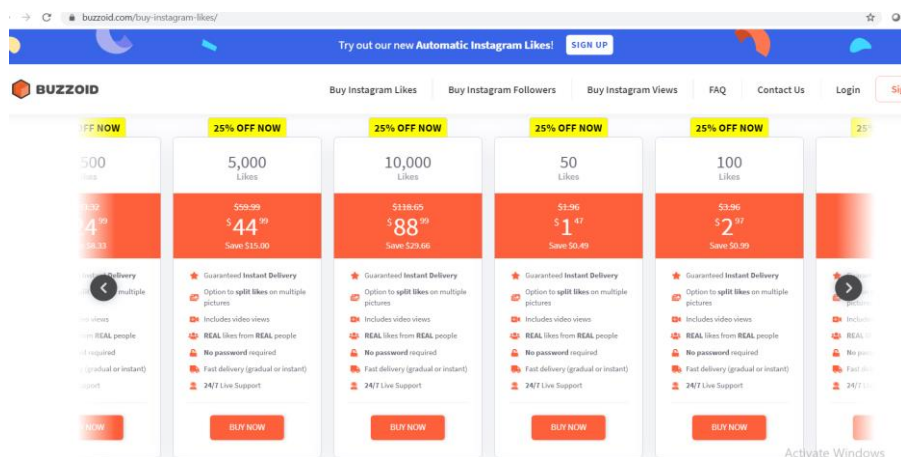


Figure 42. Example of Likes and Follows by private seller (Website of Buzzoid 2020)

Next, is to take advantage of target ad on Facebook and Instagram. The author has done a research and come out with an estimated cost. However, the cost calculated in this research is just average calculation by Facebook, the actual cost might higher or lower depending on the result.

Figure 43. Estimated budget for targeting ad on Facebook and Instagram (Website of Facebook 2020)

For a budget of 10 euros a day, we should be able to approach from 412-1,2k people/day and get from 4-18 likes with total cost for one month is 300 euros (Figure 43). Our goal is to get 1000k likes so if on average we get about 11 likes a day -330 likes a month, the ads should run for three months.

Next, is about the content quality of the pages, there should be a daily post about shoe concerning shoe care tip and tricks, with a mix of upcoming promotion events, we can

also offer a promotion code and coupon give away every week to our customers (As in survey, customer also has shown huge interest in coupon and discount).

Second, to gain more customer awareness about our business we also plan to open a marketing stand. According to the survey results on visiting frequency (figure 38), supermarkets and shopping centers are the most visited. However, during various research on many websites, most premises at the supermarkets are now occupied. The most available option is to rent premise at Hansa shopping center which is located right at the center of Turku.

This stand will have 2 employees distributing leaflets, brochures and introducing our service, participant who likes and shares our business Facebook page will receive a turn to spin the fortune wheel, the prize will consist of voucher 10- 30%, piggy bank and key chain. The goal of the marketing stand is to approach 5000 potential customers. The cost will be as follows:

- 1) Cost for premise: The ideal location of the stand will be placed at the intersection of 3 famous store entrances: H&M, Zara and Stockman with the cost of 500/day (Sunday to Tuesday) 700/day (Wednesday to Saturday). This price is the same for other location at Hansa.



Figure 44. Hansa shopping center premise price and location (Website of Hansa kortteli 2020).



- 2) Cost for the giveaway gift: In term of purchasing gifts for the marketing stand, piggy bank and key chain are the two main gifts. Through research and comparison, purchasing such product within EU will be very costly, ultimately, China production company has the lowest price.

By contacting the China supplier (Appendix 2), quotation for 1000 pieces of couple key chain is 1696.80 \$ equal to 1428.96 euro (not included tax) (Figure 45).

CUGLE LIMITED COMPANY
No. 96, Minan South Road, Xiaolan Town, Zhongshan City, Guangdong Province, China.
TEL: 0086 760 22181811 FAX: 0086 760 22525710 E-mail: Sales05@lapelpinbadge.com

QUOTATION LIST NO.: FT-F1-PP-0001

To: Phuc Pham		From: Daisy Tam	
Contact: Phuc Pham		Weights: 63 KG	
Address: Ylioppilaskylä Turku Finland 20540		CTNS: 6 CTNS	
Tel:		Date: 5-28-2020	

Item No.	Item image	Description of Goods	Qty.	U. Price	Mold cost	Amount
			pcs	USD	USD	USD
1		Item: Keychain Material: Zinc alloy Size: As our mould Color: Spray Blue Craft: Die casting Plating: No plating Epoxy: No AP Packing: Split ring with chain, Lobster clip	500	1.080	0.00	540.00
2		Item: Keychain Material: Zinc alloy Size: As our mould Color: Without colors Craft: Die casting Plating: Nickel Epoxy: No AP Packing: Split ring with chain, Lobster clip	500	1.080	0.00	540.00
			Subtotal:		US\$1,080.00	
			Freight cost:		US\$426.80	
			Sample Cost:		US\$45.00	
			TOTAL:		1696.80	

Payment:
1. We accept Alibaba, Paypal, Western Union and T/T.
2. 30% deposit when confirm order and 70% before shipment.

REMARKS:
1. Above price is ex-factory price, not include shipping cost and tax.
2. Make sample time is 7 days, mass production time is 35 days after sample confirm.
3. The price valid time is 30 days.

Package:
1pcs/opp bag

The seller: Daisy Tam The buyer: Phuc Pham
Date: 5-28-2020 Date: 5-28-2020

Figure 45. Quotation for couple key chain personal (Zhongsan Cugle Metal & Plastic Product Co, Ltd).

For piggy bank, the cost for 3000 pieces are 2.60\$/piece in total 7800\$ equal to 6565.97 euro (not included tax).

Ningbo YOVI Electronics Technology CO.,LTD
No. 11 XinCheng Road, Cicheng town, Jiangbei District, Ningbo, China

Date: 2020.5.30
Valid day: 30 days

Tel: +86 574 87383033 Fax: +86 574 87380783
mail: sales9@yoyoelect.com
Mobile: 0086-13819424762
Website: www.yoyoelect.com

Quotation


Item No.	YS011-2A	Digital Coin Bank
		Unit price FOB NINGBO \$2.60 MOQ: 3000PCS
		This product we all use environmental material and passed CE, RoHS
		Product size: L=17.5cm, W=12.3cm, H=17.5cm
		Material: ABS & PET
		Battery: 2AAA batteries (not included)
		colour & currency: Different colour is available. Finland coin
		Function: Reset button press the button, counting from "0"
		Large LCD screen
		Permanent memory function
		Automatic accumulation
		Package: 1pc/color box, 24pcs/ctn 55cm*55cm*37cm
		GW: 8kgs
		NW: 7kgs

Figure 46. Quotation for piggy bank (Ningbo Yovi Electronics Technology co, Ltd).

- 3) Other costs such as the cost of marketing stand materials cannot be reviewed until the actual project so it will not be discussed in this section.

Also, the costs in this section are negotiable costs and can be changed in the near future.

While marketing stand and online social marketing promote the awareness of the customer about our business, membership card and discount voucher build customer loyalty to the company. Customer with membership card will have many benefits including: percentage discount, gift and discount voucher.

7.4.3 Price

When considering pricing strategy for our service. the external analysis and survey outcome all point out that the Turku market right now is price sensitive, combining with the lack of customer awareness of our business concept make it quite challenging for our business to attract customers. Therefore, the pricing strategy must focus on cost and value, there are several pricing strategies that we could apply in this situation.

First is price division, to solve the challenge whether or not customers are willing to try the service we could set an affordable price, pricing at a level that customers are likely to accept to try the service. Consequently, instead of putting out a big price for each service, we could divide it into smaller parts. Here is an example of price division:

<u>SERVICES</u>		<u>ADDITIONAL SERVICES:</u>	
CLASSIC CLEAN (Upper,Mid)	10	STANDARD UNDERSOLES (Pebbles,rocks, dirt, etc.)	5
DEEP CLEAN (Inset Stains)	20-25	DEEP UNDERSOLE (Gum, mud, grass, adhesives, etc.)	10
		DEODORIZING (Anti-Bacterial,Frangrace)	5
		INSOLE & LINING CLEANING (Insole cleaned, lint & cotton removed*) To the best of our best abilities	8

Figure 47. Division pricing (Website of Laced lifestyle 2020)

As we can see, in Figure 47, the price for shoe clean service is divided according to different sections of the shoe (Upper, mid for 10 euro, foundation for 5-10 euro, in sole 8 euro) instead of offering to clean the whole shoe for 15 to 20 euro.

The second pricing recommendation is price bundling. This is the opposite of price division, instead of dividing the price we keep that level of price and increase the value attached to this price. Here is the example of price bundling:

SNEAKER CLEANING SERVICES	
STANDARD CLEAN	
OUR MOST ESSENTIAL PACKAGE	
UPPER, MID CLEAN + PROTECTIVE SPRAY	22
DEEP CLEAN	
OUR MOST POPULAR PACKAGE	44
DEEP CLEAN UPPER, MID, STANDARD UNDERSOLE, LACE CLEANING + PROTECTIVE SPRAY	
REVIVAL CLEAN	
OUR MOST PREMIUM PACKAGE	74
METICULOUS ATTENTION TO DETAIL, DEEP CLEAN UPPER, MID, UNDERSOLE, LACES, INSOLE, LINING FRESHENER + PROTECTIVE SPRAY (+1 DAY TO STANDARD TURNAROUND)	
SHINING SERVICES	
CLASSIC SHINE	22
CLEAN, POLISH, CONDITION	
PRESIDENTIAL SHINE	44
DEEP CLEAN, POLISH, CONDITION, RE-WAX, SOLE WATERPROOF, MIRROR SHINE	

Figure 48. Bundling pricing (Website of Soleclean 2020).

As you can see from Figure 48, Soleclean shoe care service in Canada combines different services into one price to increase value given to customer: Upper mid clean with protective spray for 22 Dollar, similarly for shining service, clean polish and condition are combined together for just one price tag.

To conclude, the company could apply both of these pricing strategy into our service pricing. division pricing for new customers who are looking into trying the service and bundling pricing for long-term customers who are looking for more values in our service.

7.4.4 Place

In terms of setting the location for our company operation, according to our survey results, there is a great interest of both respondents toward near center location. Therefore, the ideal location should be near the center.

Furthermore, the author has conduct some online research and contact the several premise owners for price and negotiation, as a result, there are 2 available places that are ideal and reserved for our business set up. The 1st premise is located at Eerikinkatu 2.

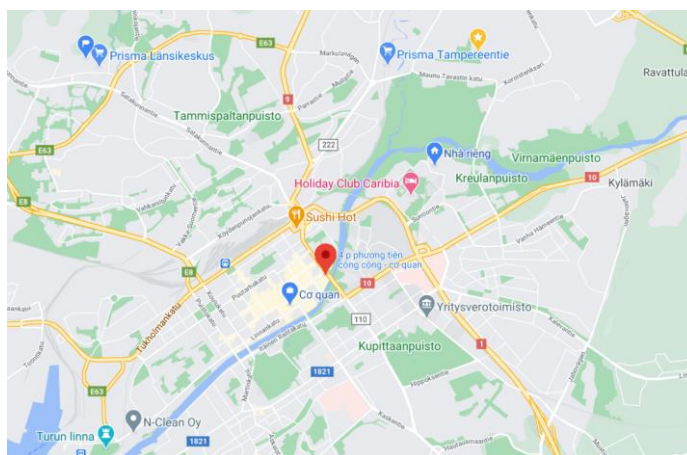


Figure 49. Potential premise location (Website of google map 2020).

This premise is located at the main road which lead straight to the intersection that connect West. North and South of Turku. This location is also close to the student village, the Turku city center and the city main bus station.

Toimitilaa Eerikinkatu 2, 20100 Turku

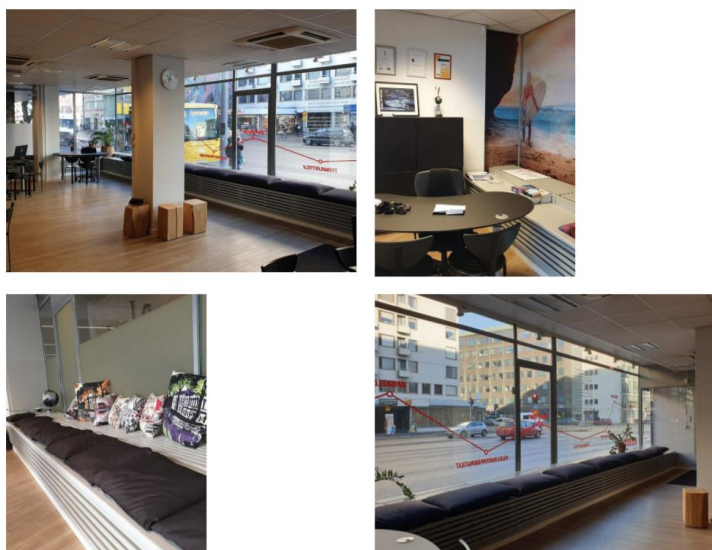


Figure 50. The potential premise's inner space (Website of Toimitilat 2020).

Furthermore, the premise is 135 m² and has a clear view into the market. The premise also consists of one toilet, one kitchen and one office room (Website of Toimitila 2020). The cost for this location is 20 euro per m² (without tax) (Appendix 3).

Toimitilaa Maariankatu 4, 20100 Turku



Vuokrataan

Business-hotellista vuokrattavana siisti toimistohuone osoitteessa Maariankatu 6 B, Turku

Tilatyyppi

Toimistotilaa	22 m ²
Yhteensä	22 m ²

Vuokrahinta:

405



Figure 51. The second potential premise's inner space (Website of Toimitilat 2020).

The 2nd place is only cost 405 euro but for smaller space only 22 m² and a little bit far from the center. The main reason choosing this location is that as we mentioned in the marketing objectives and also in the market analysis. The market is in low demand and price sensitive. In case of facing little sales when opening, the SClean's business should focus on reducing fixed cost and developing the business slowly and steadily to survive the situation. Therefore, another option for place recommendation could be location located a little bit far from the future with low cost.

To summarize. we offer 2 potential places for SClean, the first one is near center location and based on the market survey, the other one is based on the marketing objectives and market analysis, which has low cost but is a little far from the center. SClean has to assess its own financial state to decide whether or not it can handle the fixed cost from the premise in long term under this gloomy market situation or not.

7.4.5 Process

After consideration, with the interviewing insights, the recommendation for the service should be as follow:

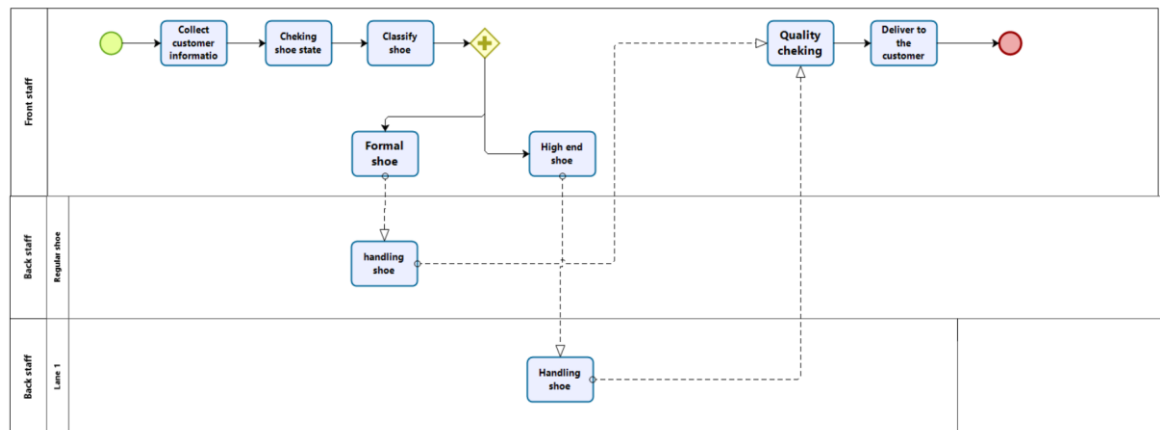


Figure 52. The recommended service process.

Concerning the process of the service, as a start-up business, the company has not yet had any experience yet. Therefore, an interview with Mr Le Nhat in Viet Nam (Appendix 5) for more insights about an integrity and secure process was conducted. In this interview, he mentioned that there are 2 important aspects that need to be considered: The quality of the shoe coming in and out and shoe handling,

- 1) The quality of the shoe coming in: This presents the condition of the shoe in order to ensure that our service can be delivered, knowing if the shoes are cleanable and if it is cleanable, what method will it take to clean the shoes.
 - Condition of the shoe: In shoe clean business, unlike other service, not every order is accepted. Because, sometime the customer's shoes state is so dirty that there is no way that neither chemical fluid or detergent could help to restore the shoe hygiene as it is. Therefore, we have to check the condition of the shoe if it is serviceable or not.
- 2) Shoe handling: Classification of shoes is very important in order to enable a good hygiene process without harming the shoe material. As a result, we also have to check what kind of shoes customer hands in. Of course different shoes will set a different price tags (higher cost for high end shoes).

- 3) Other important reasons to do this is to take action against scam. Information about the type of shoes must be clear so the situation in which a customer brings in a pair of plain shoes and asks to return a pair of Nike shoes wouldn't happen.
- 4) The quality of shoe coming out: This element without a doubt is the most vital to the whole process. Ensuring the quality coming out is also ensuring the customer satisfaction.

7.4.6 Physical evidence

The company main focus should be on the design of the customer service especially in handling customer's feedback. To be able to build customer loyalty, our service should be built base on customers and their values. Through interview with Mr. Le Nhat, the author has generated some recommendations. Possible customer service handling method could be implemented is warranty.

- Warranty: we offer guarantee on our service for our customers. If they are not satisfied with our service, we will offer to redo the service or a refund depending on the situation.
- Free delivery: We could also offer free delivery within 5 km around the city, other area will cost more. According to the survey result in question 15: How much are you willing to pay for home delivering service, the majority of respondent's price choice ranges from 5-10 euro. So the extra delivery cost should be no more than that.

Other possible methods to increase physical evidence:

- Uniform: the company must have a uniform for its staff.
- Packaging: The company should also have its own packaging with the company logo on it.

The interior design of the service premises is also really important. Here is the possible design for the internal facility:

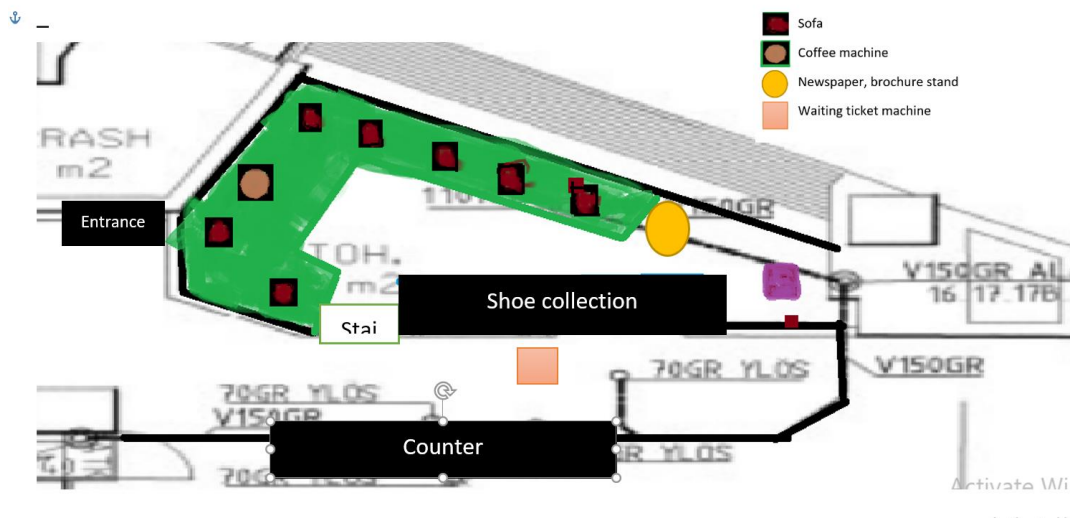


Figure 53. Suggestion for interior design of the business the 1st recommended premise.

This blueprint is provided by the seller (See appendix 4).

Adding a coffee machine with newspaper stand so that customers can be entertained and enjoy the time waiting for the service. Also, the placement of sofa facing the window enables customers to enjoy the street view while waiting for the service.

For the second location, since the premise is too small (only 22m²) the place out could be some waiting chair, newspaper stand and coffee machine if possible.

7.4.7 People

People are also a part of the service, therefore, staff training is a really important. To enable a good workforce, the company should set up a set of guidelines for its employees.

The recommended guideline is as follow:

- If there is anything challenging concerning the customer's demands, ask the manager or other employee right away. Don't let the customer wait too long.
- The employee uniform must always presentable.
- Always smile to the customer
- Always greets customer coming in and out of the service.
- Always pay attention to customer, especially who are confused or need guidance.

The company should also apply a punish and reward system based on the employee performance. This could stimulate the staff to work harder and improve their skills.

8 SUMMARY AND CONCLUSIONS

Finland has been severely affected by the global epidemic on so many aspects of the country. From the economy being hit and affected by the fluctuation of the global market, to the rising in unemployment rate, in the amount of company bankruptcy and in the commodity costs. The service sector has been affected more than ever by the travel ban, the emergency state, the stay at home work policy. Therefore, our company has to consider the consequences of these impacts and the aspect of whether these impacts will remain and surface again in the future, and make reparation for it.

Consequently, Turku, appears to be a potential yet at the same time challenging market. As the majority of consumers are still unfamiliar with the business concept, combined with high sensitivity in price make it really hard for the company to sell the service. However, since the market is still new and the market research has shown that there are only a small amount of stores that sell or offer shoe care service. Therefore, the primary goal of the company is to introduce the business concept to the market and slowly build the customer loyalty and company brand. To achieve these first the company, needs to implement mass online marketing through different social applications such as Facebook and Instagram. This should be done along with proper pricing, either through price cut down (price division) or increased service value (price bundling).

Also different promotions such as marketing stand, gift code or voucher, and give away event should also be implemented to raise market awareness,

Along with attracting customers, gaining the customer quality is also a primary focus. The company could achieve this through service quality through, proper service process that shoe classification and quality check to create a quality outcome.

Another way is to enhancing service feedback response and policy by enabling service warranty and service refund and free delivery service. Training of staff is also another step to improve the service, through setting up working guidelines. Last but not least,

the interior design also contributes to the experience of the service, by adding the morning coffee and newspaper section, we are able to create an entertaining and relaxing waiting space for the customer.

9 FINAL WORD

This project's main goal is to assess different elements in the Turku market to generate an efficient marketing plan for the author's business. Through this project, the author has a chance to gain more insights into the Finnish market, especially Turku area and its consumer. Furthermore, working on this project also enable the author to apply his university expertise and experience into an actual project of his own start up. However, the research participants of the survey could only reflex a part of the Turku consumers' characteristics. And it is inefficient for the company to do a proper market segmentation. Therefore, the company should do market segmentation based on actual sale statistics.

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Kysely SClean-kenkienhoitoyritykselle Survey for SClean shoe care business

Kenkienhoitoyritys on jalkineiden hoitoon erikoistunut palveluyritys. Tarjoamme erilaisia kenkienhoitopalveluja sekä muita kenkiin liittyviä palveluja kuten kenkienkiillotus, vedenpitävä pinnoite ja pohjasuoja.
Shoe care business is a service company that specialized in footwear care
We provide sanitary services for the shoe as well as other need for shoes such as shoe polishing, water-resistant coating and sole protector.

*Bắt buộc

What is your prefer language? Asiointi kieli? *

☐ Finnish/Suomi

☐ English/Englanti

Tiếp

Trang 1 trong tổng số 3

Kysely SClean-kenkäteollisuudelle

Kengänhoito on jalkineiden hoitoon erikoistunut palveluyritys.

Tarjoamme saniteettipalveluja kenkälle ja muille kenkätarpeille kuten kenkäkiillotus, vedenpitävä pinnoite ja pohjassuoja.

1.Oletko? *

☐ Mies

☐ Naiset

2.Kuinka vanha sinä olet? *

☐ 0-18

☐ 19-30

☐ 31-59

☐ >59

3.Onko kenkienhoidon liiketoimintakonsepti sinulle tuttu? *

☐ Kyllä

☐ Ei

Survey for SClean shoe care business

Shoe care business is a service company that specialized in footwear care

We provide sanitary services for footwear as well as other need for shoes such as shoe polishing, water-resistant coating and sole protector.

1.You are *

☐ Male

☐ Female

2.How old are you ? *

☐ 0-18

☐ 19-30

☐ 31-59

☐ >59

3.Are you familiar with the shoe care business concept? *

☐ Yes

☐ No

4.Minkä tyyppisiä kenkiä sinulla on tällä hetkellä? (Voit valita useamman kuin yhden vaihtoehdon) *

- ☐ Saappaat
- ☐ Nahkakengät
- ☐ Urheilukengät
- ☐ Korkokengät
- ☐ Sandaalit
- ☐ Tohvelit
- ☐ Muut

4.Which type of shoe do you currently own? (You can choose more than 1 alternative) *

- ☐ Boot
- ☐ Leather shoe
- ☐ Athletics shoe
- ☐ Heel
- ☐ Sandal
- ☐ Slipper
- ☐ Other type of shoe

5.Paljonko on maksanut kallein omistamasi kenkäpari? *

- ☐ Alle 100 euroa
- ☐ 100 euroa - 200 euroa
- ☐ Yli 200 euroa

5.What is the value of the most expensive shoe you own? *

- ☐ Less than 100 eur
- ☐ 100 eur- 200 eur
- ☐ More than 200 euro

6.Mitä seuraavista palveluista todennäköisesti käytät tulevaisuudessa? *

	odella lennäköistä	Epätodennäköistä	en ole varma	Todennäköisesti	Erittäin todennäköistä
Kenkäpuhdistus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kenkäkiillotus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nano-pinnoite (vedenkestävä)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pohjasuoja	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6.Which of these services offered below that you are likely to use in the future?

	Very unlikely	Unlikely	Not certain	Likely	Very likely
Shoe clean	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shoe polish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nano-Coating (water resistant)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sole protector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Mikä on hintaluokka, jonka olet valmis maksamaan kenkäpuhdistuksesta? *

- ☐ Välillä 10-20 euroa
- ☐ Välillä 20-30 euroa
- ☐ Välillä 30-40 euroa

7. What is the price range you are willing to pay for shoe clean service? *

- ☐ From 10 to 20 euro
- ☐ From 20 to 30 euro
- ☐ From 30 to 40 euro

8. Mitä seuraavista tekijöistä elementeistä pitäisit tärkeinä käyttäessä kenkäpuhdistuspalveluamme? *

	Ei ollenkaan tärkeä	Hieman tärkeä	Tärkeä	Hyvin tärkeä
Nopea palvelu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kengät on hyvin puhdistettu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Palvelun käytön jälkeen kengät tuoksuvat hyvältä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Which of these elements below would you consider important using our shoe clean service? *

	Not at all important	Slightly important	Important	Very important
Fast service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The shoe is well cleaned	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The shoe has nice fragrant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Mikä on hintaluokka, jonka olet valmis maksamaan kenkäkiillotuksesta? *

- ☐ Välillä 8 - 10 euroa
- ☐ Välillä 11-13 euroa
- ☐ Välillä 13-15 euroa

9. What is the price range you are willing to pay for shoe polish service? *

- ☐ From 8 to 10 euro
- ☐ From 11 to 13 euro
- ☐ From 13 to 15 euro

10.Mitä seuraavista tekijöistä elementeistä pitäisit tärkeinä käyttäessä kengänpuhdistuspalveluamme?elementeistä pitäisit tärkeinä käyttäessä kengäntuotuspalveluamme? *

	Ei ollenkaan tärkeää	Hieman tärkeää	Tärkeää	Hyvin tärkeää
Nopea palvelu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kengät on hyvin kiillotettu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kengänhän laatu palautetaan palvelun käytön jälkeen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10.Which of these elements below would you consider important using our shoe polish service? *

	Not at all important	Slightly mportant	Important	Very important
Fast service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The shoe is well polished	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The shoe leather quality is restored after using the service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11.Mikä on hintaluokka, jota olet valmis maksamaan nano-pinnoitteesta? (Nano-pinnoite tekee kengästä vedenkestävän) *

- ☐ Väliä 12-14 euroa
- ☐ Väliä 15-17 euroa
- ☐ Väliä 18-20 euroa

11.What is the price range that you can afford for a nano-coating service? (Nano-coating make shoe become water-resistant) *

- ☐ From 12 to 14 euro
- ☐ From 15 to 17 euro
- ☐ From 18 to 20 euro

12.Missä näistä alla olevista kenkätuotteista haluaisit meidän käyttävän Nano-pinnoitetta? *



☐ Nano Hydrophobic coating Spray



☐ Aeropak high performance instant waterproofing coating



☐ Nano Hydrophobic coating Spray



☐ Aeropak high performance instant waterproofing coating



☐ Daily Life Article Protector waterproofing spray



☐ Daily Life Article Protector waterproofing spray

13.Mikä on hintaluokka, jota olet valmis maksamaan pohjansuojasta? (Pohjansuoja suojaa kenkäalustaa) *

- ☐ Välillä 10-15 euroa
- ☐ Välillä 15-20 euroa
- ☐ Välillä 20-25 euroa

13.What is the price range that you can afford for sole protector service? (Sole protector helps protect the shoe foundation) *

- ☐ From 10 to 15 euro
- ☐ From 15 to 20 euro
- ☐ From 20 to 25 euro

14.Kuinka tärkeää sinulle olisi, että kengät toimitettaisiin sinulle suoraan kotiin kenkäpalvelun jälkeen? *

- ☐ Ei ollenkaan tärkeä
- ☐ Hieman tärkeä
- ☐ Tärkeä
- ☐ Hyvin tärkeä

14.How important would it be for you to have your shoe delivered to you at home after the shoe service? *

- ☐ Not at all important
- ☐ Slightly important
- ☐ Important
- ☐ Very important

15.Kuinka paljon olisit valmis maksamaan tällaisesta kotinkuljetuspalvelusta? *

Câu trả lời của bạn

15.How much would you be willing to pay for this kind of home delivery service? *

Câu trả lời của bạn

16.Kuinka tärkeää olisi, että myymälämme sijaitsisi keskustassa? *

- ☐ Ei ollenkaan tärkeä
- ☐ Hieman tärkeä
- ☐ Tärkeä
- ☐ Hyvin tärkeä

16.How important would it be that our store is located in the city center? *

- ☐ Not at all important
- ☐ Slightly important
- ☐ Important
- ☐ Very important

17.Kuinka usein vieraillet seuraavissa paikoissa? *

	Useita kertoja viikossa	Kerran viikossa	Harvemmin kuin kerran viikossa
Ostoskeskus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supermarket	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tori	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17.How often do you visit the following places ? *

	Several times a week	Once a week	Less often than once a week
Shopping center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supermarket	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoor market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Activate Win
Go to Settings to

18.Miten tärkeinä pidät seuraavia myynninedistämisen keinoja? *

	Ei ollenkaan tärkeää	Hieman tärkeää	Tärkeää	Hyvin tärkeää
Kupongit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lahjat (säästöpossu, avaimenperä)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alennukset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jäsenalennukset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19.Kuinka tärkeinä pidät seuraavia tekijöitä palveluitamme käytettäessä? *

	Ei ollenkaan tärkeää	Hieman tärkeää	Tärkeää	Hyvin tärkeää
henkilöstö	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hinta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sijainti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Palvelun laatu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20.Kuinka usein puhdistat itse kengäsi? *

- ☐ Kerran vuodessa tai harvemmin
- ☐ 2 - 5 kertaa vuodessa
- ☐ 6-11 kertaa vuodessa
- ☐ kerran kuukaudessa tai useammin

21.Mitä tuotetta käytät kengillesi?

Câu trả lời của bạn

Quay lại

Gửi

Trang 3 trong tổng số 3

18.How important do you consider the following promotion types? *

	Not at all important	Slightly important	Important	Very important
Voucher	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gift (Piggy bank, key chain)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Membership discount	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19.How important do you consider the following factors, when using our service? *

	Not at all important	Slightly important	Important	Very important
Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of the service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20.How often do you clean your shoes by yourself? *

- ☐ Once a year or less often
- ☐ 2 to 5 times a year
- ☐ 6 to 11 times a year
- ☐ once a month or more often

21.What product do you use for your shoes

Câu trả lời của bạn

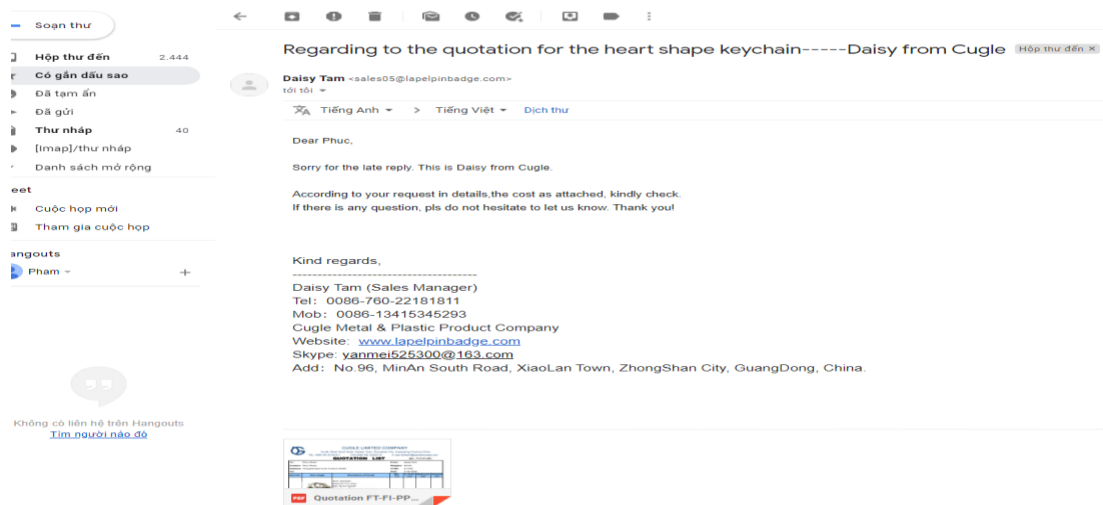
Quay lại

Gửi

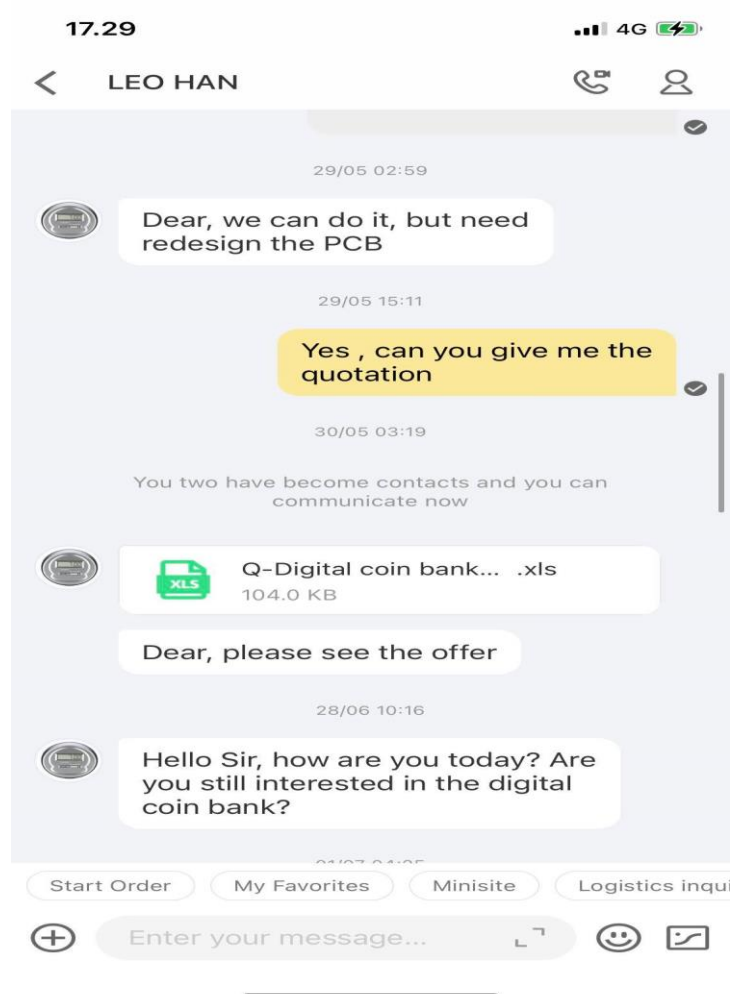
Trang 3 trong tổng số 3

APENDIX 2


Conversation with Keychain seller in email




Conversation with Piggy banks supplier in Alibaba online platform





APENDIX 3


 Soạn thư


Hộp thư đến 2.416


 Có gắn dấu sao

 Đã tạm ẩn


 Đã gửi


 Thư nháp 40

 [imap]/thư nháp


 Danh sách mở rộng

Meet


 Cuộc họp mới

 Tham gia cuộc họp











Hangouts

 Pham ▾

+




Không có liên hệ trên Hangouts



2 trong tổng số

VS: Toimitilat.fi lisätietopyyntö (kohde: 10669519, Eerikinkatu 2, Turku)

Hộp thư đến x



Ritva Nuotio <ritva.nuotio@tuloskiinteistot.fi>
tới tôi ▾

09:13, Th 2, 16 thg 11 (1 ngày trước)

Hei,

Thank you for you message.

This price is 20 €/m2 + vat , minimi period one year.

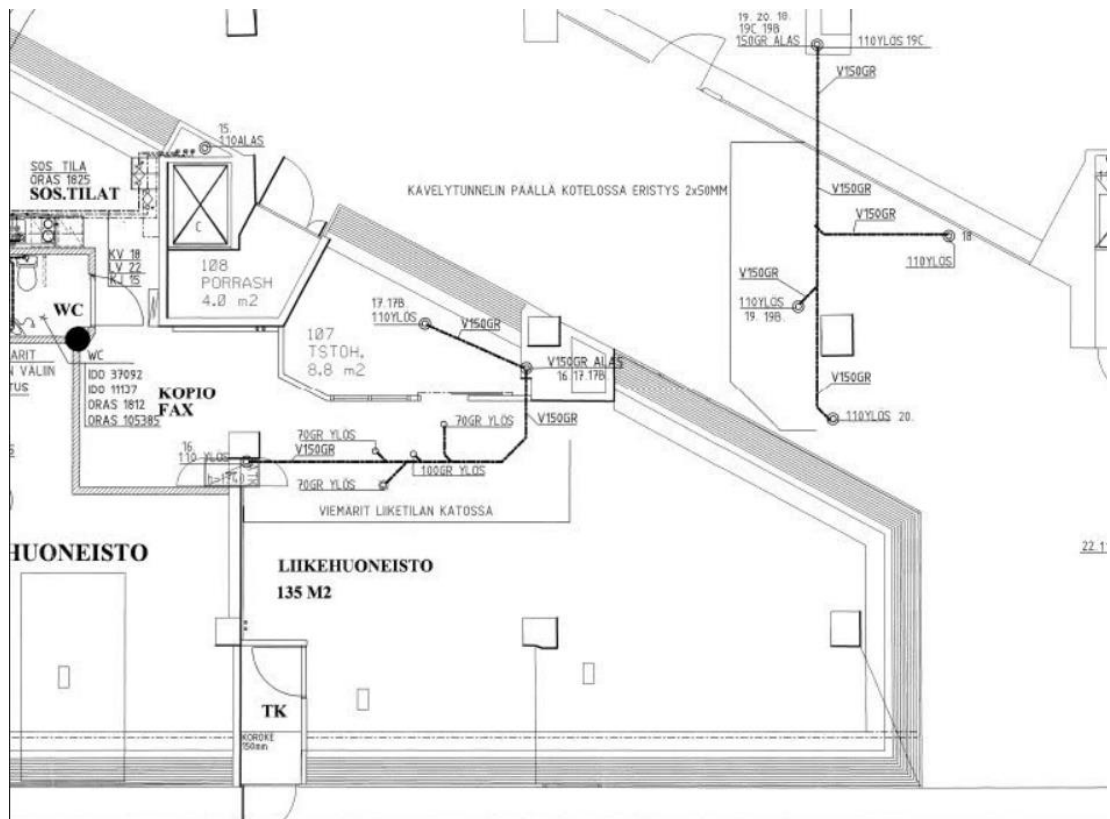
What kide activity do you have?

-Ritva-

Ystävällisin terveisin

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APENDIX 4



APENDIX 5

Interview question with Mr.Le Nhat

- 1) In your opinion, what is the important factor of a quality and secure service process in shoe clean business?
- 2) In your opinion, how a shoe care starts up business could develop successfully in a market that unfamiliar with the business concept like Finland?