



Customer segmentation and customer profiles using VPC for Soluto Oy.

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ABSTRACT

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Customer segmentation and customer profiles using VPC for Soluto Oy.

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This thesis was conducted for Soluto Oy because they had not done barely any segmentation of their customers before. Soluto wished to expand their business to a new market area, Tampere, but did not know where to start. It was chosen as a starting point of the expansion to get to know the current customers better. One key service, Fixu, was chosen to be concentrated on.

The main methodology used was customer segmentation and customer profiles. First, the theories of how to do segmentation and how to create customer profiles using value proposition canvas were introduced. Then a table research of the current Fixu customers was done and two segments were created, with industry and company size as the chosen variables. The value proposition canvases of these two segments were filled by gathering primary data from four employees of Soluto, via semi-structured interviews. Finally, the contact information of new possible Fixu customers in Tampere from both segments were provided.

It was found out that the main industries among the Fixu customers are attorneys & law, and properties, interior design & renting. These two industries covered 33 per cent of the customers. The most common company size was micro companies with less than 10 employees, covering 49 per cent of the customers. It was also found out, that the Fixu service meets well the needs of the customers in both segments, but the non-Soluto related life of the customers is quite poorly acknowledged currently.

Based on the findings, it was suggested that Soluto would continue researching their existing customers to understand them better and to be able to enter the new market more efficiently. After gaining more information about the current customers, it is suggested for Soluto to do communication focused research and figure out how to promote Fixu services to the new potential customers in Tampere.

Key words: market research, B2B marketing, customer segmentation, customer profile, value proposition canvas

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GLOSSARY

B2B	business to business
B2C	business to consumers
CRM	customer relationship manager
IT	information technology
I.T.S.	information technology specialist
KEUR	thousand euros
MEUR	million euros
S.I.T.S.	senior information technology specialist
SMEs	small to medium size enterprises
VPC	value proposition canvas

1 INTRODUCTION

1.1 Commissioning company – Soluto Oy

Soluto Oy is a company that offers IT-solutions for other businesses. Soluto was founded in 2007 and its main location is in Helsinki, Finland. The turnover of Soluto was 6 MEUR in 2019, with a profit of 467 KEUR. (Finder n.d.) Soluto is an employer of 32 professionals from various fields, two of them located in Tampere. The marketing manager of Soluto, Sanna Ylivainio (2020), tells in an interview, that Soluto has grown over the years from a one-man company to a small size company that serves hundreds of companies and takes care of their IT-solutions.

Soluto has a wide reach of offerings from complete IT-system management to a single device leasing. The offerings of Soluto can be spread into five main categories:

1. Complete management of all IT-systems, updates, and development (Fixu & Fixu lite)
2. Device leasing and reselling
3. Local area network (LAN) setups & server solutions
4. Expert consultation services
5. IT-security services
6. Cloud services
 - a. Including CSI-software updates used by attorneys
7. Conference room setups & location changes

(Soluto 2020.)

One key group of customers for Soluto are the ones buying from the first service category, complete management of all IT-systems, also called Fixu customers. Because of the importance of this group for Soluto, it was chosen to be the main concentration point for this thesis. Due to the of the limited number of professionals working in the new market area Tampere (although it is not necessary to live in the same city as where the client operates in, but a perk if the customer needs

face-to-face services on a fast schedule), it is most effective to straight start looking for these very important clients with long customer lifecycles from Tampere.

Most of the customers of Soluto are small to midsize domestic companies, with Finnish as their main spoken language. Customer companies are from various fields such as law, construction, and events. Customers' typically do not have a high expertise-level in IT and wish Soluto to take care of as many IT actions as possible. Currently Soluto has approximately 250 customers with an on-going customer relationship, and all together approximately 600-700 charged customers per year. In the beginning of 2020 Soluto started the process of expanding their business to a new market area, Tampere, Finland, where they now have two employees. (Ylivainio 2020.)

Soluto is currently not using a lot of their resources to marketing, but is still willing to invest in it, when needed. Soluto has 4 employees that are responsible for marketing actions on the side of their main job description. They are involved in marketing voluntarily based on their own interests and hobbies. Current marketing actions are recently updated websites, search engine optimizing, customer newsletters and presence in social media (Instagram, LinkedIn, and Facebook) of which LinkedIn has now been taken into more active use. Soluto is doing most of their marketing actions within the company but has also outsourced some. (Ylivainio 2020.)

This thesis is the next big marketing action taken by Soluto. It helps them to decide the next steps which to take in their new desired market, Tampere.

1.2 Thesis structure

The first chapter introduces the reader to the commissioning company of the thesis, Soluto Oy on the average level. The second chapter presents the thesis purpose, objectives, research questions, working and data collection methods used during the thesis process and the limitations of this study.

The two following chapters are the theoretical framework of this thesis: B2B characteristics & market research and customer segmentation & profiling.

The fifth chapter is called the empirical framework and it includes the case study based on the theoretical framework. The chapter is divided into three subchapters where the customer segments are created, based on which customer profiles are created using VPC and finally, lists of potential Fixu customer companies are provided.

In the final chapter, number six, the author provides conclusions of the thesis and gives further recommendations.

2 THESIS PURPOSE, OBJECTIVES, RESEARCH QUESTIONS & METHODOLOGY

2.1 Thesis purpose and objectives & research questions

Soluto is aiming to enter a new market area, Tampere, Finland. The objective of this thesis is to let Soluto know, what are the target (Fixu) customers like that it is focusing on and trying to find from Tampere.

To achieve this objective, the current Fixu customers of Soluto need to be investigated and segmented. After segmentation, customer profiles need to be created to get a better understanding of each specific group. Afterwards, the new target market, Tampere, needs to be investigated and the businesses that fit the created customer segments need to be identified and located.

The content of this thesis can be divided into four main parts:

1. Theoretical framework – what are B2B markets like, how to conduct a B2B market research, do customer segmentation & create customer profiles.
2. Secondary research – Creating Fixu customer segments based on the field of functioning and company size.
3. Primary research - Creating customer profiles using value proposition canvas (VPC).
4. Secondary research of Tampere – Locating potential customers in the new market area and provide their contact information.

When these four major parts of the thesis are handled and understood, the research questions can be answered.

1. What to know when doing a B2B market research?
 - a. How to do B2B customer segmentation?
 - b. How to create customer profiles using value proposition canvas?
 - c. What are potential new Fixu customers like?
 - d. Why would these companies want to hire Soluto for the job?

2.2 Working methods and data

According to Saunders, Lewis & Thornhill (2009, 256-258) using secondary data in a research means that the researcher is using existing data and analyzing it for their own purposes.

In this thesis, secondary research is conducted about B2B markets on a general level, market research in the B2B sector, what is customer segmentation and how it is done, how to create customer profiles using the value proposition canvas (VPC), and finally, are there companies in Tampere that fit the created segments. The secondary research of the thesis is being done with existing literature, articles, and Solutio's databases. Secondary data is used for both, theoretical framework of the thesis, but also for the empirical part in which customer segments are created based on the customer databases of Solutio and the right fitting companies are looked for from Tampere using public sources.

Secondary data is not enough on its own to answer the research questions of this thesis. Therefore, also primary data needs to be collected. According to Saunders et al. (2009, 256), primary data is new data that is collected specifically for the research in question. Primary data can be collected in many ways, in this case it will be done via interviews. The primary research will investigate:

1. What are the jobs, pains & gains of Fixu customers?
2. What are Fixu solutions like? How does Fixu solutions ease these pains and create gains for the customers?

Since it is likely that more than one industry stands out from Fixu customers, the questions that need to be asked from each VPC might vary a bit from each other, however they follow a similar theme. Meaning, that the interview type is semi-structured. (Saunders et al. 2009, 320-321.) These employee interviews will likely be held one to one and in groups, in forms of face-to-face interviews and via electronic platforms such as Microsoft Teams.

The most interviewed person according to the overall thesis process and Soluto's marketing will be the marketing manager of Soluto, Sanna Ylivainio. The most interviewed people considering the existing Fixu customers will be the two customer relationship managers Aleksanteri Sursoho and Jesse Saharanta. The customer relationship managers of Soluto each have their own Fixu customer companies that they are being responsible for, and therefore they know the most about the existing Fixu customers. To also take into consideration the point of view of the front-row employees, also senior information technology specialist, Marko Lähteenmäki, and information technology specialist Anna-Mari Lähteenmäki are interviewed about the current Fixu customers.

By combining the theoretical framework and the gathered data of existing Fixu customers and Soluto's own resources, customer segments and customer profiles will be created for Tampere area. These profiles will represent those kinds of businesses that Soluto has experience of serving with success. The companies in Tampere area which fit the best to the created segments, are the most reasonable ones to be in contact with, based on former positive experience.

As the last step of the thesis, the right fitting companies need to be found and located in Tampere area. A list of potential customers with their contact information and details worth knowing will be provided. They will also be located on a map. This data is collected from existing sources such as Business Tampere's database, Finder, and the companies' own websites. Soluto can then reach for these companies using a wanted marketing mix, using the researched contact information. Starting to enter the new market area, Tampere, is a lot easier and foremost reasonable, when Soluto can identify those who they should sell to, and for what season. What is the end value Soluto would provide for them, that is backed up with former experience?

2.3 Research limitations

This research has some limitations that need to be noted when reading the research paper.

The research is limited to only investigate one service category: Fixu customers of Soluto Oy. Segmentation and the customer profiles will only be created of the customers purchasing this service and they are not usable to the other service categories.

During the segmentation, only limited number of resources were available. The field of functioning was researched from Finder.com based on the information they had received from Fonecta Oy, and confirmed from the websites of each company, if they had one. The number of employees were investigated based on the most recent number that was known by Suomen Asiakastieto Oy, that could also be found free of charge at Finder.com. The number of employees was also looked from each company's own website, if they had one and the information was available on the site. In case of missing information according to either one of these variables, nothing was marked. No paid databases were used during the data-collection. The names of the customer companies are not shown in this report, as they are not public information.

3 B2B CHARACTERISTICS & MARKET RESEARCH

3.1 Characteristics of B2B markets

Business-to-business markets cover all transactions where both, the purchaser and the seller are businesses. B2B markets are a lot bigger more complex than B2C markets, because it involves a lot more transactions to make a product to the end user than to sell the product to the user. Business-to-business markets have certain characteristics which need to be recognized, when doing business in it.

1. Market structure and demand

- Business markets usually have few but large buyers

- Price changes do not affect the will to buy drastically

- Demand fluctuates a lot and fast

2. Nature of buying unit

- Purchase processes involve a lot people

- Purchasing involves professional effort

3. Decision types and processes

- Buying decisions are complex

- Buying processes have many variables

- The buyer and the seller usually have a close relationship and work together

(Kotler, Armstrong, Harris & Piercy 2013, 177–186.)

Because of the complexity of the B2B market and the constantly changing purchasing behavior of the B2B clients, and the fact that they are more educated about the range of suppliers than ever before, it is wise to provide some kind of a market research to gain insight. The better companies understand their existing and/or potential customers, the better they can serve them. (SIS international, n.d.)

3.2 B2B market research

According to Clow and James (2014, 10), the reason why market research is done, is because it gives companies a foundation based on which they can make marketing decisions that have reasoning behind them. The managers cannot ever have perfectly accurate information about their market, but by conducting a market research, the risk of making choices that do not please the audience or the risk of wasting resources such as time and money, is reduced.

The gained insights from market research are not only valuable for the marketing department of the company. The information can and should also be used by the top management, when choosing how to handle the operations of the company. These operations could be for instance the accurate number of staff, expansion needs of the company or where to purchase the raw materials from. (Clow & James 2014, 4.)

Hague, Hague, and Morgan (2013, 15-24) explain that there are four major ways of conducting a market research, which are the following:

3.2.1 Market focused research

Market focused research investigates the size of the market that is and/or could be served. The currently served market is called the served available market (SAM) and the potential one is called the total available market (TAM). A lot of companies have little or no researched knowledge of their market.

Without researched data about the market a company is functioning in, it is very difficult for them to know their position within the market or plan its future in it with confidence. Market size is often not just one number representing a mass but consists of multiple different categories, segments. In B2B markets, these segments often are for example industries or company sizes.

Market focused research usually focuses on the potentiality of a new market or new target segments within the existing market. These types of research give

companies views on the likelihood to succeed in the new area or with the new segment and/or the timescale that the succession is likely to happen.

3.2.2 Customer focused research

Nowadays it is crucial to understand and respect the customers to stay in business. A good customer experience is likely to bring more profit, as customers are willing to pay more if they receive better service, spend more money within the company on multiple services if received excellent service and many more positive outcomes.

Customer focused studies are often referred as the voice of the customer (VOC) research. From these surveys, customer satisfaction survey is the most used. It gives companies understanding of how many of their clients are very loyal, who are satisfied but could switch to another supplier if they found a better one, or those who have had a bad customer experience and likely will change the supplier when they get a chance. In B2B markets, the most relevant question to ask from a customer company is the score of easiness of doing business together.

3.2.3 Offer focused research

Offer focused research is valuable when designing a new product/service or developing an existing one. Gained information in this case are the likeability of acceptance or rejection from the customers towards the new product/service, forecast of the level of use of the new product/service or the ideal price of the new product/service from the point of view of the customer, as an example. In case of an existing product, a product focused research could investigate for example customers' attitudes towards a possible new packaging.

Offer focused research is not always usable if the new product or service is something completely new to the public, requires a high expertise level to use and would not be available for a majority of the population to use right away. A case like this could take place for example when inventing the internet, not all public could be effective testers before the publication, but experts.

Offer focused research can also be used even before starting to come up with new products or developing the existing ones, by asking suggestions from the customers. What are the problems they are experiencing, but have no solution to? A case like this could be for example a situation where a consumer would need a tool to measure the outside air temperature with, and then the company in case could invent a thermometer based on the expressed need.

3.2.4 Communications and brand focused research

The digitalization has changed communications between companies and consumers drastically, therefore it is one factor than can be researched. Communications focused research tell companies things such as via which platform to communicate to the consumers with, what kind of messages are the most appealing ones and if the messaging is likely to lead to increased sales or not. A brand focused research tells a company its point of view in the eyes of the consumers. How admired or desirable is the brand in question? Is it stronger compared to its main competitors?

Measuring the impact of a brand in buying decision can be hard, so in many cases it is wiser to investigate the level of awareness towards the brand. How many people have heard of it or how many have been receiving suggestions towards it, for instance?

3.2.5 Outcomes of market research

According to SIS international (n.d.), there are several key outcomes, for which market research are and should be done, such as:

1. Market sizing data
2. Customer lists & insights
3. Segmentation
4. Forecasts
5. Market entry strategies

When entering a new market area, like in the case of this thesis, the potential customer segments need to be figured out. Who are they, what they are like, where they are, and questions likewise need to be answered? (Hague, Hague & Morgan 2013, 16-17.) This research provides information about all the five listed research outcomes to the commissioning company Soluto.

3.3 The research of this case study

A market research has three involving parties. They are the investigator, the commissioning company, and the information holder. In this case the investigator is the writer of the thesis, the commissioning company is Soluto Oy and the information holder are the employees and customer data bases of Soluto.

The marketing of every company has two environments that affect their ability to create, build and strengthen their relationships with targeted customers. The environments are called microenvironment and macroenvironment. Microenvironment consists of the actors that are close to the company, such as the company itself and its marketing intermediaries, suppliers, customers, competitors, and publics. (Kotler, Armstrong, Harris & Piercy 2016, 70-72.) Macroenvironment then again consists of the factors not so close to the company, which the company cannot have much influence on, but can try to predict. These are demographic, economic, political, ecological, technological, and socio-cultural forces. Macroenvironmental forces influence the actors of the microenvironment. (Kotler, Armstrong, Harris & Piercy 2016, 73.) In this market research, microenvironment is being concentrated on.

Soluto Oy is aiming to do market development. Market development means expanding the existing product and/or services to a new market (Sargeant & West 2001, 35.) Meaning, that the research in this case is market focused. Choosing market development is less risky than choosing product development in the case of Soluto. Soluto has a wide range of offerings that serve the current customers well, especially the Fixu solution that this thesis focuses on. Since Soluto already has expertise in serving companies which need this kind of a service, it is easier to expand the knowledge to a new area than trying to come up with new solutions in the old market, when there is no specific need for any.

To be successful in the enter process, there are two things that needs to be known. Who are the current customers that Soluto has been able to serve successfully with Fixu -services? What are the characteristics that they have in common that could also be looked for in the new market area? When all this is figured out, potential business customers similar to those can be identified and located from Tampere area.

4 CUSTOMER SEGMENTATION & PROFILING

4.1 Customer segmentation

Segmentation means the act of dividing a large homogeneous group of existing/potential customers (a market) into smaller subgroups that share specific characteristics (Moore & Pareek 2010, 38.) Sheikh, Ghabarpour and Gholamian-gonabadi (2019, 197) state, that by segmenting customers to different groups, businesses can better understand each segments' behaviors, needs and preferences.

Marketers usually go with more than one segmentation variable when figuring out the characteristics of their target customer group. By using two or multiple variables, the company gets small and well-defined target groups. Business-to-business marketers often segment their customers demographically (based on their industry or company size), and by some other variables, such as purchasing approaches or personal characteristics. Entering a new market after doing a thorough segmentation and recognizing the key customer groups is significantly easier and wiser than entering the market as a whole. This is because when going after specific segments, marketers can then provide just the right value proposition for each segment, and gain better customer satisfaction, longer customer lifetime and more efficient collaboration. (Kotler et al. 2016, 195-200.)

4.1.1 Requirements of the segments

According to Kotler et al. (2016, 195-200), marketers must consider various things when choosing the right segmentation strategy for their company. When doing effective segmentation, the segments must meet some requirements:

1. Measurability

The segments need to be measurable. The size or purchasing power of a segment can be measured. Some measurable segments might be too hard to measure correctly. For example, it is not effective to segment the companies with left-handed CEO's, although there is an existing segment, but there is very little or no information that could

help with finding them. Instead, companies within a certain industry such as accountants, attorneys, or hairdressers, are a lot easier to find from a given area.

2. Accessibility

The segments need to be accessible. Expecting that the target audience of a company are companies with brown-haired CEOs, unless these CEOs live in a certain area or use a specific media, they might be hard to find, reach and sell to.

3. Substantiality

The segments should be large or profitable enough to be worth concentrating on. If the target group is the largest possible homogeneous group with tailored value proposition, there likely is potential customers within the group. For example, it would not be reasonable to create a target segment of companies with a hundred CEOs, because there might not be such an audience, or the segment would be too small.

4. Differentially

The segments need to respond differently enough to different marketing mixes. If there is no differentiation between customer companies that do accounting and those who sell flowers, there should not be two different segments, because these two can be put under the same one.

5. Actionability

The company needs to be able to serve the segments they choose to concentrate on. A company can identify a thousand segments, but if it cannot create own marketing plans for each group and put them into action, it is not worth choosing so many segments, but to go with fewer ones.

4.2 Creating customer profiles using VPC

Customer profiles will be created for the Fixu customer segments that have first been created based on the theory presented in the previous chapter of this thesis. Customer profiles are more detailed representations of the segments Solutio is trying to provide the Fixu services to in Tampere area. Each major segment gets

their own customer profile because of the different needs of that industry. Customer profiles do not go too deep into detail, because the profiles need to be able to be adapted into every company within that industry, despite their turnover, location, size etc.

Value proposition canvas is a tool which helps companies understand the connection between their unique value proposition and their customer segments. Why those customers in fact are or could be their customers? What end benefit are they looking to get when purchasing products or services from a given company. VPC has two sides – company side and customer side, each of which break down to three sections. (Osterwalder, Pigneur, Bermenda, Smith & Papadacos 2014, 1-9.) To make the canvas as easy to understand as possible, marketing strategist Daniel Nilsson (2020) suggests filling it in in order from the most important detail to the least important in all six sections presented below.

4.2.1 Value map

According to Osterwalder et al. (2014, 1-9) the company side of the canvas is called the Value Map. It consists of three parts:

1. Products and services – full description of the product or a service around which the value proposition is build.
2. Pain relievers – description how the product/service of the case company eases the pain experienced by the customer segment.
3. Gain creators – description how the product/service of the case company creates new gains for the customer segment.

4.2.2 Customer profile

Osterwalder et al. (2014, 1-9) explain that the other side of the canvas is then again, the side of the customer. The customer profile is also divided into three sections:

1. Customer jobs – what are the customer companies trying to achieve in their work? According to Nilsson (2020), customer jobs can be further divided into four types of jobs:
 - a. Functional jobs, such as completing a specific task or solve a problem
 - b. Social jobs, such as gaining status or looking good
 - c. Emotional jobs, such as security or esthetics
 - d. Basic needs, such as nutrition or communication

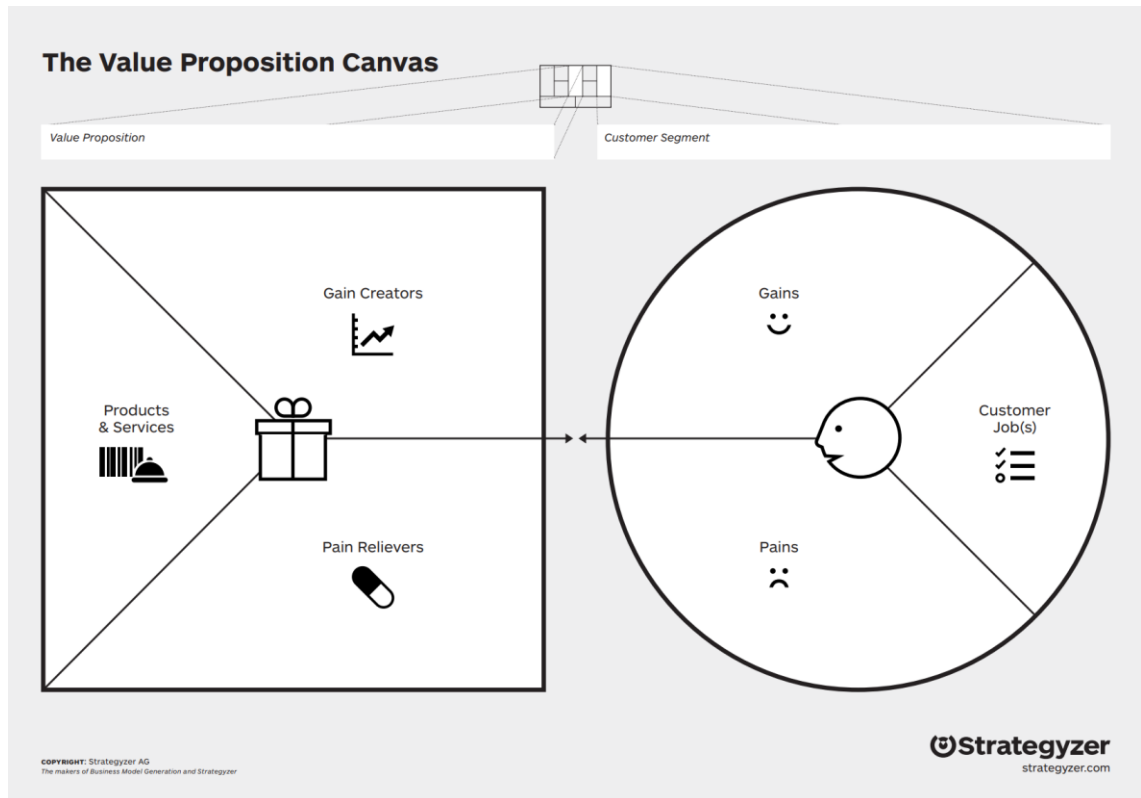
2. Pains – Pains that customer companies experience regarding their jobs. What risks, obstacles and bad outcomes take place in their daily life that they wish to avoid? Examples of customer pains given by Nilsson (2020), are negative emotions, unwished costs or unnecessary risks that can take place before, during or after getting the customer jobs done.

3. Gains – Gains are the goals, benefits, and outcomes the customer companies must or wish to achieve in their daily life. Examples by Nilsson (2020) are positive emotions, cost savings or increased functionality. When listing the gains, companies must be honest with themselves. There might be some gains that the company can add to their customer, but some that they cannot. It is important to list all of them, to understand the customer as thoroughly as possible. One shall not be too tempted by the unfulfilled gains and ignore them from the canvas, because they are valuable information for the future. If these gains cannot be provided by the existing products or services, there might be a place for product/service development in the future and a new source of income.

4.2.3 Value proposition canvas

When the two sides presented previously match, a fit has been created. When the products or services of the case company create pain relievers and generate gains that meet the jobs, pains and wished gains of the customer, a customer relationship that benefits both ends can be started. (Osterwalder et al. 2014, 1-9.) The canvas is presented below in a visual form (Figure 1).

Figure 1 - Value proposition canvas (Strategyzer 2020)



When the canvas is filled, a company has a good description of their targeted customer group and marketers understand, how their solutions fit the lives of the customers. A finished VPCs can be used in marketing to create appealing messaging to the specific segment, in sales to create insightful value propositions and in product/service management to better understand the needs of that segment. (Nilsson 2020.)

In the empirical framework of this thesis, the canvas will be filled so, that the value map (company side) represents Fixu solutions and what are the life easing benefits of it for each segment. On the customer profile side, each target industry (segment) is described.

5 EMPIRICAL FRAMEWORK

The background data, the Fixu customer database needed for the segmentation was received on 6.12.2020 and the data analysing started on 7.12.2020 and was finished on 9.12.2020.

Four people were interviewed to gather the information used to create the value proposition canvases. The first interviews were held on 21.12.2020 & 28.12.2020 via Microsoft Teams with customer relationship managers Jesse Saharanta and Aleksanteri Sursoho. The CRMs are responsible for making sure that Fixu customers have everything they need according to IT, to be able to perform effectively at their daily work.

The final interview was a face-to-face group interview on 4.1.2021 with Marko Lähteenmäki and Anna-Mari Lähteenmäki, who are the two employees Soluto has working in the new market, Tampere. Marko Lähteenmäki is a senior information technology specialist and Anna-Mari Lähteenmäki is information technology specialist. Both of their job descriptions include more of a front-row tasks, such as solving the problems customers are facing, later referred as customer pains. Lähteenmäki Marko solves more difficult cases due to his senior title and is responsible for the customers in Tampere area also from the sales point of view. Lähteenmäki Anna-Mari also does a lot of on-the-site work with the Tampere customers.

The interview questions can be seen from appendix 1. The interview answers can be found from appendix 2, 3 and 4 in the previously mentioned order. The process of the empirical framework can be seen in a visual form from Figure 1, which is presented below.

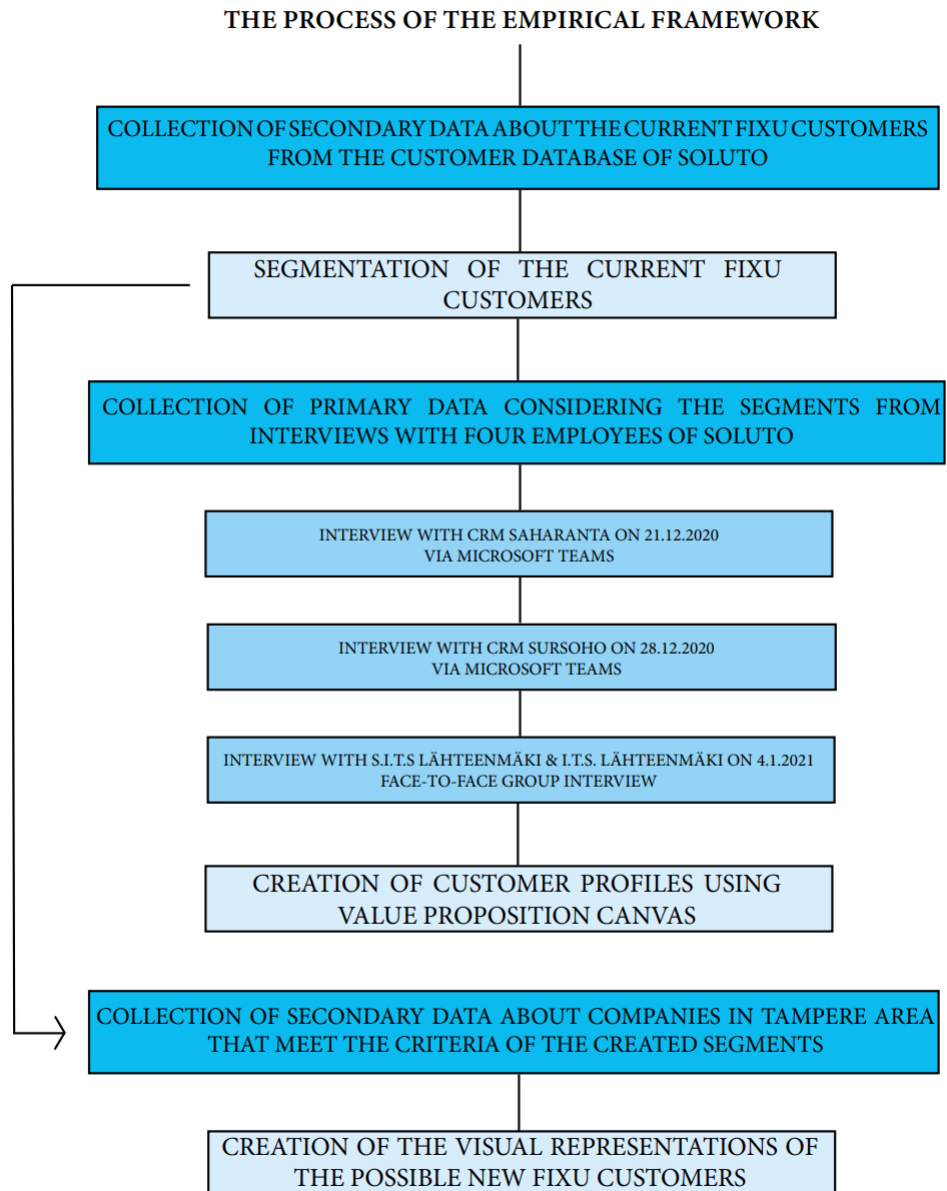


Table 1 - The process of the empirical framework

5.1 The segmentation of the current customers

In this chapter, the current Fixu customers are being investigated and divided into a reasonable number of segments according to the theoretical framework in part 4 Customer segmentation & profiling. Reasonable number in this case is judged by the clearance of how many industries stand out from the crowd. As stated before, business-to-business marketers tend to choose more than one variable when creating segments, which also applies this study. The variables that were chosen are:

1. Purchasing behaviour – Purchasing Fixu services
2. Demographics 1 – Industry
3. Demographics 2 – Company size

If a company has limited resources and cannot serve a lot of customers simultaneously, it should not have the target of serving mass markets (a whole city for instance), it needs more specific segmentation. When resources are limited, it is recommendable to concentrate them on the highest profit-bringing service and not to try sell it to all potential customers but create target audiences. If the potential buyer group of the highest profit-bringing product/service is very broad, multiple specifying characteristics could be added to describe it. This could be for example a demographic, such as a specific industry. Then the key segment of a company could be the buyers of product/service X within the industry Y.

From the point of view of Soluto, the most important group of customers are the ones that purchase the most often and the broadest services from Soluto as possible, and these are the Fixu customers. Fixu customers are purchasing complete management of all IT-systems from Soluto and are being charged monthly. The Fixu customer database from year 2020 that was given to the researcher, included 114 customer companies. In 2019, there was about 90 Fixu customer companies, so the number has been rising in the existing market (Fixu customer database 2020; Ylivainio 2020).

The end goal of this study is to identify and locate new possible Fixu customers in Tampere area based on the segmentation and describe those segments with customer profiles. Because there are thousands of companies within Tampere, who could all in theory be potential Fixu customers, segmentation needs to be done with multiple characteristics. This makes the process of finding new customers more efficient.

Starting with the first criteria of segments, measurability. From the current Fixu - customer companies, industries can be measured. Needs to be found which industries are the most presented among Fixu customers and decide to concen-

trate on those when entering the market. Choosing industries as a segment variable is also wise because the companies that function in Tampere area can be searched based on the industry which they are working in. This makes industry-based segmentation meet another requirement, accessibility.

Soluto has limited resources to do marketing with and to do business with within Tampere city. Therefore, the number of segments needs to be narrowed down. It was chosen before-hand not to create more than three segments to keep the number reasonable. The final number of segments will be known after the classification of current customers based on their industry.

According to Ylivainio (2020), most of the customers of Soluto are SMEs, but needs to be found out if that is also the case among Fixu customers. The size of a company in terms of the number of employees is also a measurable factor that can be found from public sources, making it also accessible. By adding another segment variable among the industry, more specified focus groups can be created. To keep the segments as clear as possible, only the most represented company size is chosen to be concentrated on. Choosing to go after the most similar sized companies as the current Fixu customers are makes the likeability of finding new customers increase.

When these two variables (industry & company size) are specified, segments which Soluto should go after in their new market, Tampere, have been created. The matching companies are the most similar with the current Fixu customers, and therefore have the highest likeability to become new customers.

The first step in segmentation is to look at the Fixu customer database of Soluto. The database that was looked at was the most recent one, from year 2020. There was altogether 114 Fixu customer companies in the database. All these companies fit to the first variable chosen for the segments, based on their purchasing behaviour.

5.1.1 Industry

Moving on to the first demographic, the industry. The industries of the Fixu customers were researched based on free company information found on the internet, such as Finder.com and the websites of the customer companies, as explained in the part “ 2.3 Research limitations”. The following table represents the distribution of different industries within the Fixu customers.

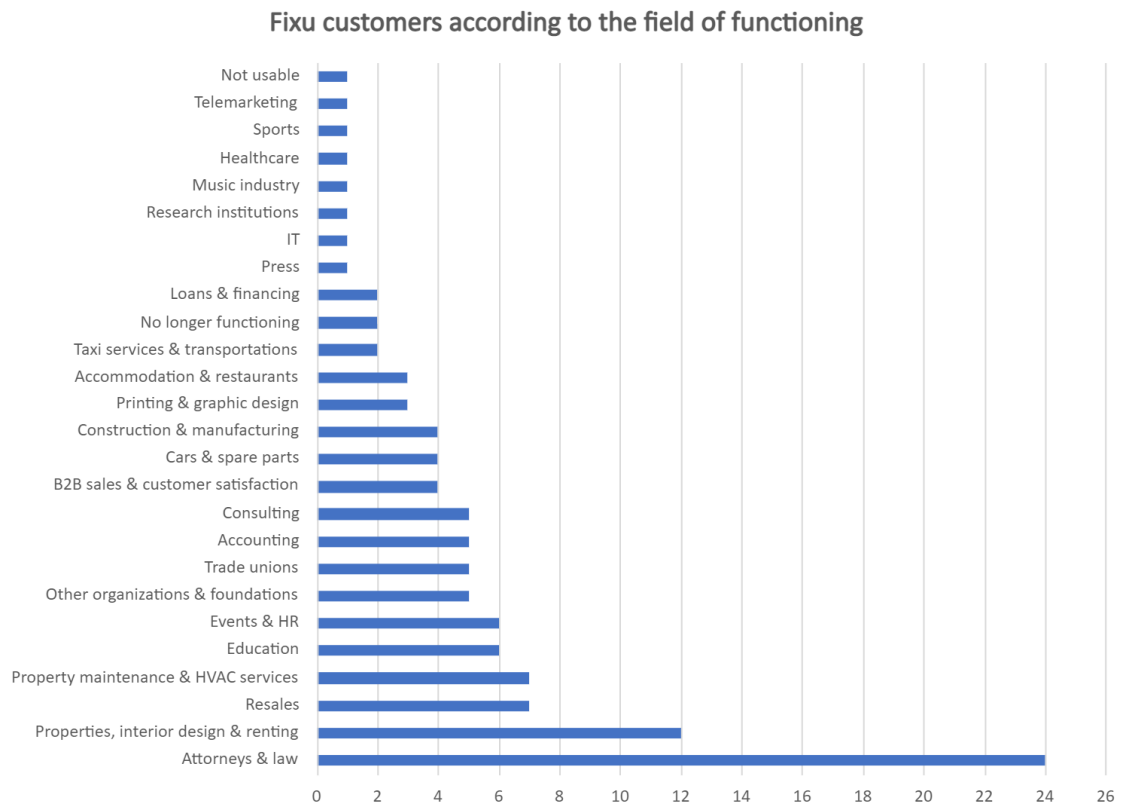


Table 2 - Fixu customers according to the field of functioning (Fixu customer database of Soluto 2020)

As can be seen, the current Fixu customers are divided into several industries. All together there was twenty-four industry categories created and two other categories, which are “not usable” and “no longer functioning”.

There were two companies which had stopped doing business since the start of 2020, so they were not taken into account. There also was one company, which was a subsidiary of another company in the list, so it was put as “not usable”, due to it being part of the parent company, which was already taken into account. The share of industries would not have been realistic if the company were represented twice.

The before-hand given criteria for how many segments will be created, was that the same number of industries must stand out from the crowd clearly enough. When looking at the table 2, two industries are distinctly the most presented. Those are:

1. Attorneys & law
2. Properties, interior design & renting

The companies which create the biggest category is very self-explaining. These companies provide assistance according to law related issues and attorney services. There was 24 of these companies currently as Fixu customers, being 22 per cent of the total sample (n=111) that was considered.

The second biggest category was properties, interior design & renting. This category includes companies that offer property designing solutions, interior designing companies and companies that rent premises for business use. These companies were thought to be similar enough with each other to be put under one category. There was 12 of these companies, being 11 per cent of the total sample (n=111) that was considered.

5.1.2 Company size

Moving into the second demographic variable, the company size. The usual classification of companies according to their size is micro, small, mid-size and large companies. The meaning of each class is the following:

1. Micro company = fewer than 10 employees
2. Small company = fewer than 50 employees
3. Mid-size company = 50 to 249 employees
4. Large company = more than 250 employees

(Organisation for Economic Co-operation and Development n.d.)

The following table represents the sizes of the current Fixu customers according to the classification introduced above.

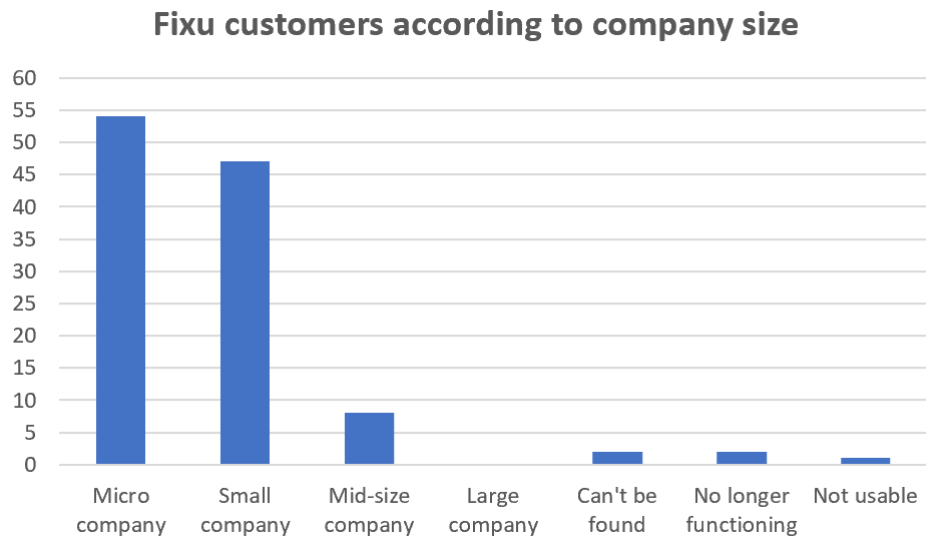


Table 3 - Fixu customers according to company size (Fixu customer database of Soluto)

The information considering the sizes of the customer companies were also found from the same sources as the first demographic variable, which was explained in the part “2.3 Resource limitations”.

As stated previously, Soluto said that most of their customers are small to midsize companies. It can be seen from the table 3, that this also applies to the Fixu customers, not just the customers of Soluto in average. There were 54 micro companies, creating 49 % of the total (n=111). Small companies covered 42 % of the total (n=111), with 47 customer companies. There also were eight mid-size companies but no large companies at all.

The number of employees could not be found of two companies, which creates a small inaccuracy for this part of the study, however, it could not change the share, regardless in which category these companies would belong to. There also were two companies that were no longer functioning (the same ones as in the previous demographic) and the one that could not be taken into account for the reasons explained previously.

To make the segments as precise as possible, only one company size will be chosen and that will be used for both selected industries. The chosen company size will be the biggest group, micro companies.

5.1.3 Final segments

The final segments consisted of the Fixu customers of Soluto are:

1. Micro companies in attorneys & law
2. Micro companies in properties, interior design & renting

Companies in Tampere that fit to these segments are the most likely to become Fixu customers, because they match with most of the current ones. A list of the matching companies and their contact information can be seen from appendix 5 and 6. A visual representation of the locations of these companies is presented in the part "5.3 Potential business customers in Tampere area".

5.2 Value proposition canvas creation for both segments

5.2.1 Attorneys & law VPC

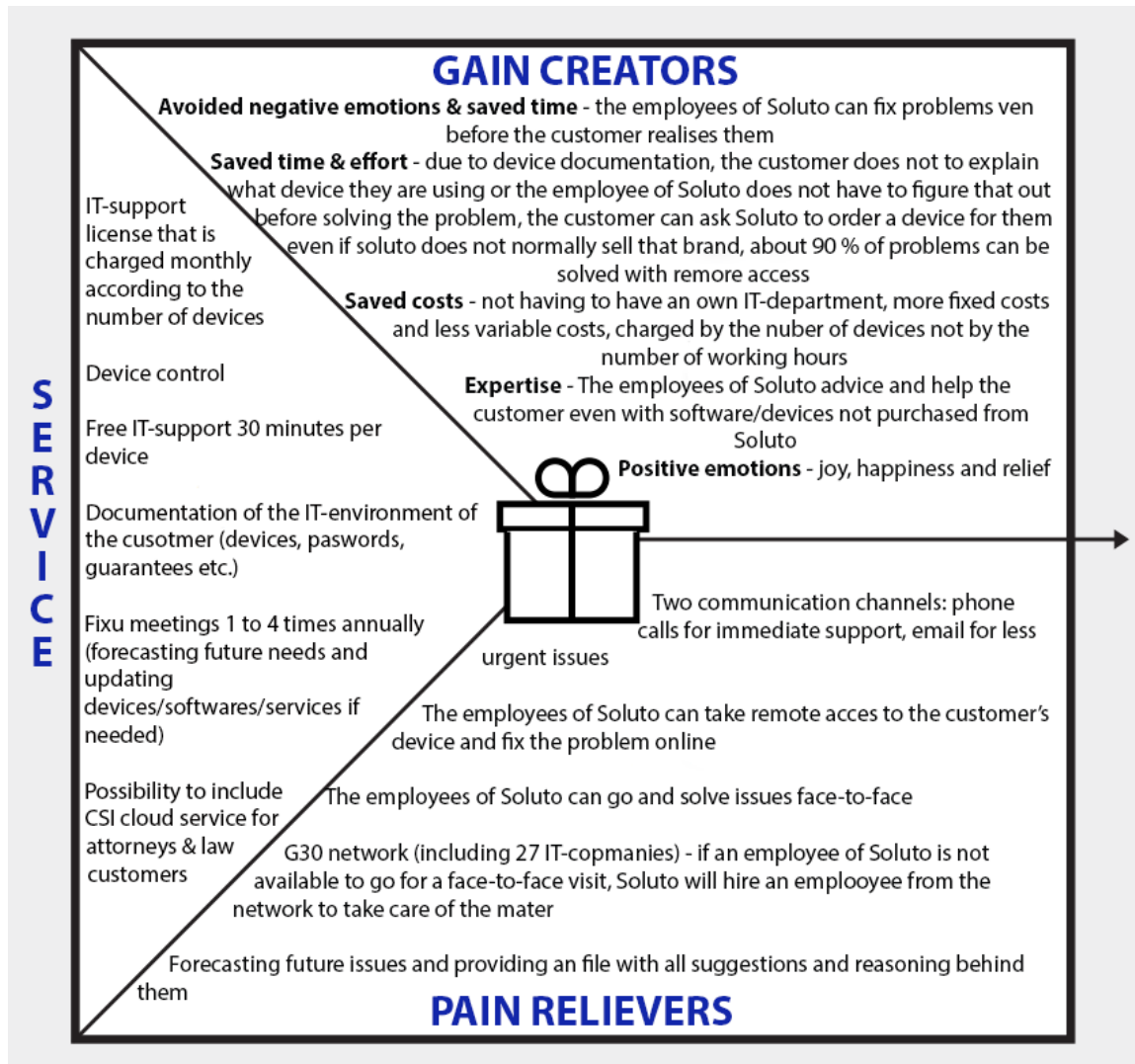
This chapter concerns the figures 2 & 3. The value proposition canvas of the attorneys & law segment presented below, was edited from the original canvas by Strategyzer (figure 1). The canvas is presented as two figures, so it would be easier to read. As the theory suggested, the canvas is filled so, that the matters are listed from the most to the least important one. However, the level of importance is based on the author's own justification.

The first side of the canvas, the value map, represents the Fixu services of Soluto and its benefits to the customer companies in attorneys & law segment. Fixu service is an IT-support license, which is being charged monthly according to the number of devices the company is using. It includes device control, 30 minutes of free IT-support regarding any matter per device, documentation of the IT-environment of the company and one to four Fixu meetings annually. What is different for the customers in this segment, is that they can also purchase the CSI cloud base from Soluto, which is a software used by attorneys. It is not an actual part of Fixu services, but worth mentioning when promoting the service to this type of customers, so it was included into the canvas.

The pain relievers are the aspects of Fixu services that ease the pain experienced by the customers. Fixu customers have two ways of communicating their issues to Soluto, via phone or email. Phone is used for more urgent issues that need to be solved right away, and email for those that can wait a bit. The employees of Soluto can take remote access to the computer of the customer because of the Fixu license that has been installed into it. If the issue cannot be solved from distance, an employee of Soluto will go to the site. In case of any employee not being available, Soluto can hire a third-party employee to go and solve the problem, because they belong to a G30 network with 26 other IT-companies. This creates a great back-up plan for the customers of Soluto, and they can be sure that help is always available. Another pain reliever is that Soluto forecasts the future issues the customer might face, to reduce the likeability of them happening in advance.

The gain creators provide extra benefits to the customer and are the reasons why they should invest in such a service, even though they might be able to do business without it. The employees of Soluto stated in the interviews that customers save valuable time and avoid negative emotions when being Fixu customers, because some problems might be noticed and fixed by a Soluto employee even before the customer realizes it. The customers also save time and effort when communicating an issue to Soluto, because of the documentation of their IT-environment. The client does not have to be able to explain or even know which devices they are using, because the employees of Soluto know. This makes the process of problem solving a lot faster. Being a Fixu customer is also money saving, when not having to hire own IT-personnel within the company. Fixu customers also save money, as the service is mostly charged by the number of devices the company is using and not by the hours used to solve the problems they are experiencing. This way the customer know how big of a bill is coming in each month, making budgeting easier. Another important gain that is provided is positive emotions, such as joy, relief, and happiness.

Figure 2 - Value map of attorneys & law segment (Appendix 2,3 & 4)



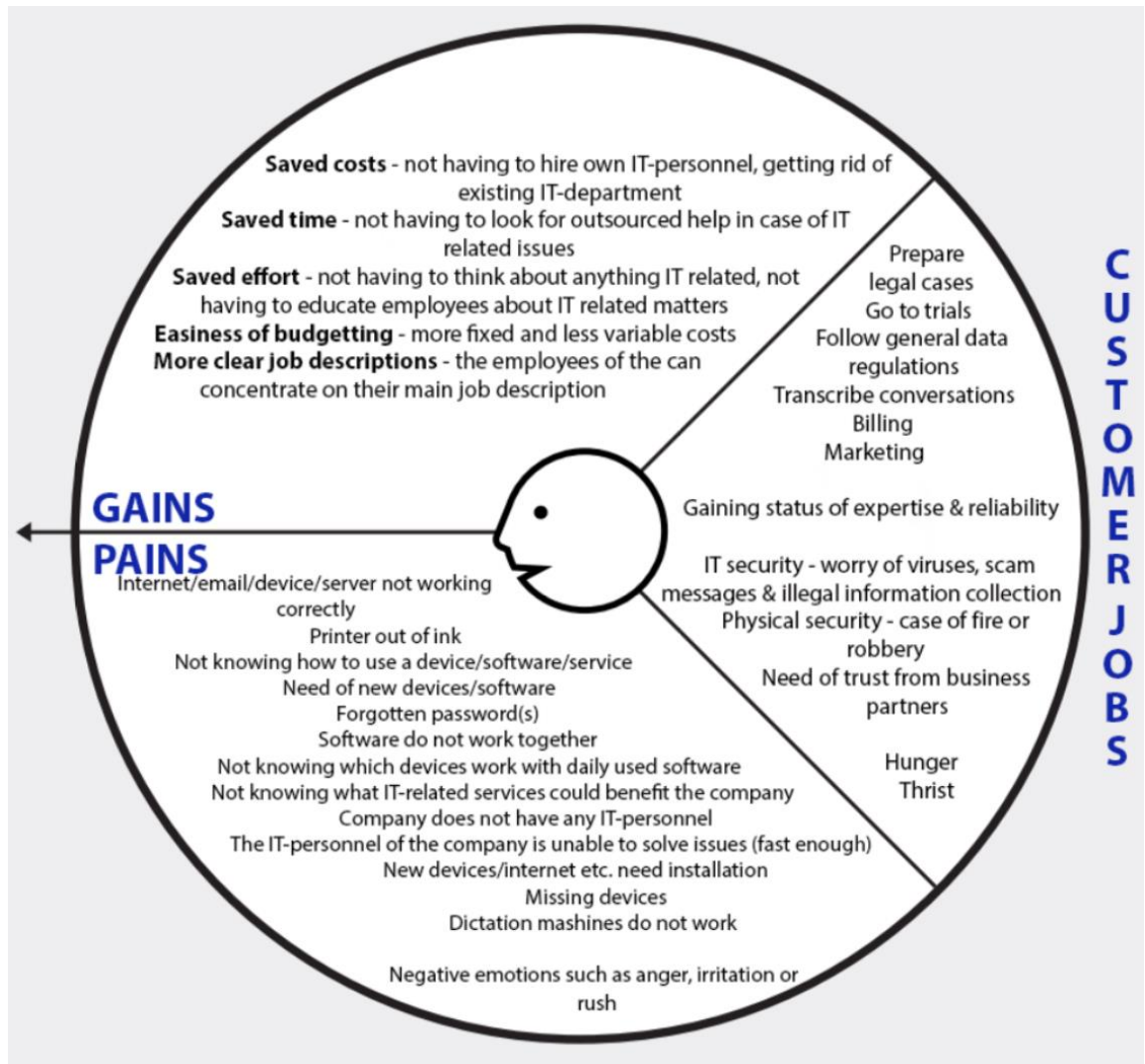
The other side, the customer profile, is representing the attorneys & law segment. First part at the right-hand side of the circle is the customer jobs. The jobs have been divided into four groups: functional jobs, social jobs, emotional jobs, and basic needs. The functional jobs in this sector told by the employees of Soluto could be for example preparing legal cases, going to trials, following general data regulations, and transcribing conversations. Social jobs that were mentioned were gaining status as a reliable and experienced company. Emotional jobs were both IT and physical security, and the need of trust from business partners. Basic needs that rise were hunger and thirst.

Pains experiences by the customers were very thoroughly explained by the employees of Soluto. The pains might be for example email or CSI-software not

working, missing devices or dictation machines not working in case of the customers in this segment. Some important pains that can easily not be recognized by the service provider, are negative emotions. Anger, irritation, or rush might have a significant impact on the job done by the attorney, even if it did not prevent them from doing the task completely.

Gains are the goals, benefits, and outcomes the customer companies must or wish to achieve in their daily life. In the case of Fixu customers, they often wish to reduce costs from for example hiring their own IT-staff or getting rid of existing IT-department. One very important gain is not having to educate oneself about IT-related matters and not having to even think about anything IT-related. This is very important, as based on the interviews, most of Fixu customers are not highly skilled regarding IT. The customers also want to know which company to contact and how, when any problem appears, and not having to look for the company first, to save time. One clear wished gain is also that the employees of the customer companies can fully concentrate on their main job description. If not having own IT-personnel within the company, and not hiring an outsourced company to take care of it, the personnel must try to solve the problems by themselves or ask help from a colleague. Solving IT-problems when not being highly skilled in IT might take a long time, which is obviously not effective resource planning for the company. It uses money in terms of the salary of the employee and postpones employees from completing their functional jobs, such as preparing legal cases. Ineffectiveness can then again affect the wish to achieve some social jobs, such as gaining status as a trustworthy company.

Figure 3 - Customer profile of attorneys & law segment (Appendix 2,3 & 4)



By comparing the two sides of the canvas, can be seen that most of the customer pains can be matched with the pain relievers produced by Fixu services. Soluto has multiple ways of solving problems that their customers have, via multiple channels and a lot of personnel available to do so. Soluto also has a wide range of products that can be sold to the customers when they are in need of new devices.

Also, the gains wished by the customers can be matched with the gain creators of Fixu services. The theory of how to use and fill in value proposition canvas suggests that companies need to be honest with themselves when listing the wished gains. Gains that could make the lives of the customers easier need to be figured out, even if the service provider could not fulfil them at the moment. This is a place for improvement in this case. It was noticed during the interviews, that

the employees of Soluto lack knowledge of what the customers could wish to have in their daily working life if it has nothing to do with the services Soluto is providing at the moment. This is something that could be further investigated to gain better understanding of the customers and that way create better customer experiences or even find new sources of income for Soluto.

The customer jobs were also an area where the employees lacked knowledge. It was rather seen as an area that has less importance, because it does not affect the ability of the employees of Soluto to solve the problems of their customers. Especially social jobs, emotional jobs and basic needs were described to a very limited amount, if at all. Even though the knowledge or lack of it would not impact the end result of whether or not a problem gets solved, it is highly important to understand customers as thoroughly as possible. Understanding current customers enables Soluto to better attract new possible customers and to create appealing messaging to them. Therefore, this is also an area that could be further investigated by the employees responsible for marketing at Soluto.

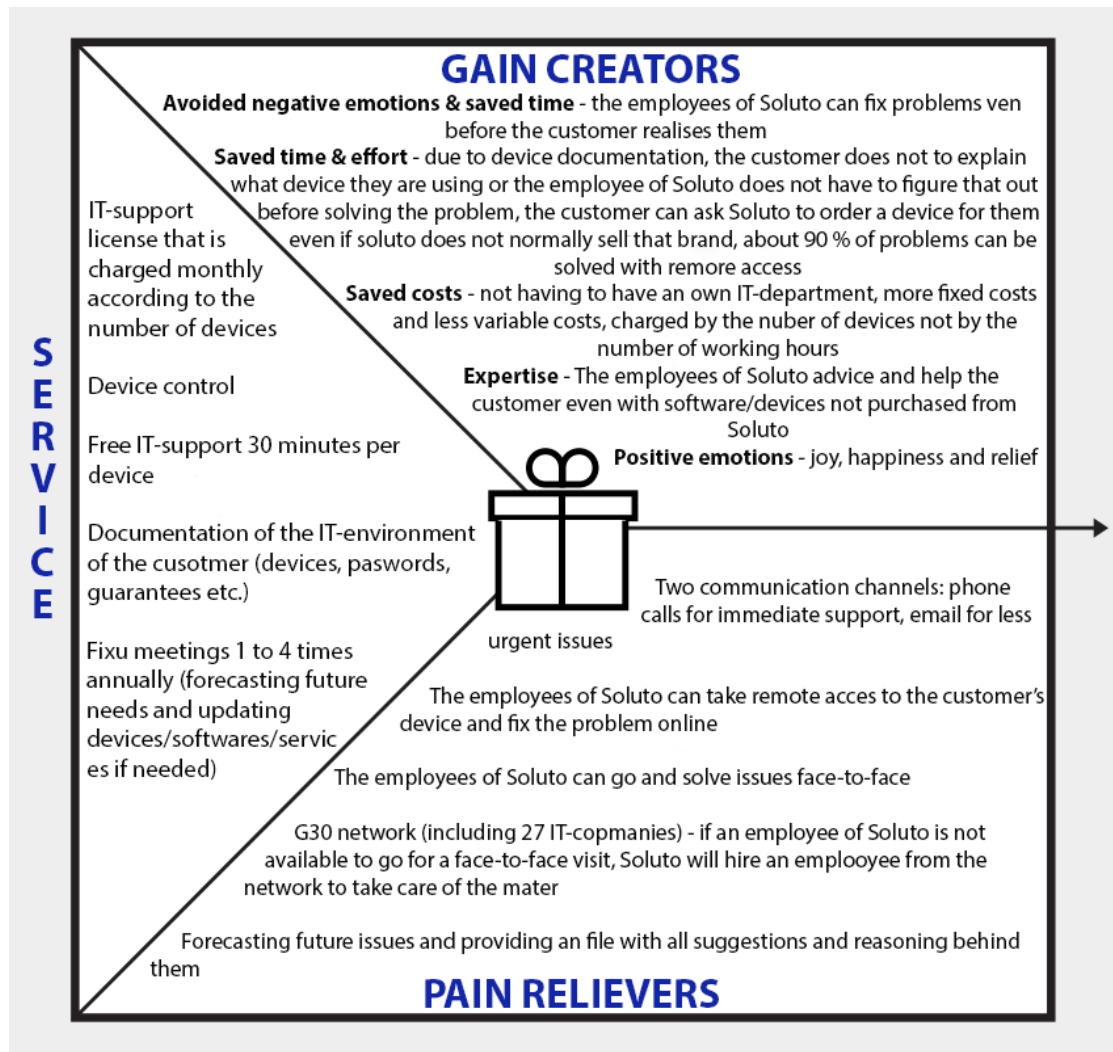
5.2.2 Properties, interior design & renting VPC

The figures 4 and 5, create the value proposition canvas of the properties, interior design & renting segment, and it was edited from the original canvas by Strategyzer (figure 1). A lot of the content is similar to the VPC of attorneys & law segment, but there are also differences.

Firstly, the Value map side, which again presents the Fixu services. This description is otherwise completely same as the previous one, except that there is no possibility to add any field-related feature to the service.

The pain relievers and the gain creators are the same ones as in the other segment, because based on the interviews, there is not a significant difference between customer companies, even if they are working at different industries, as the service stays the same.

Figure 4 - Value map of properties, interior design & renting segment (Appendix 2,3 & 4)

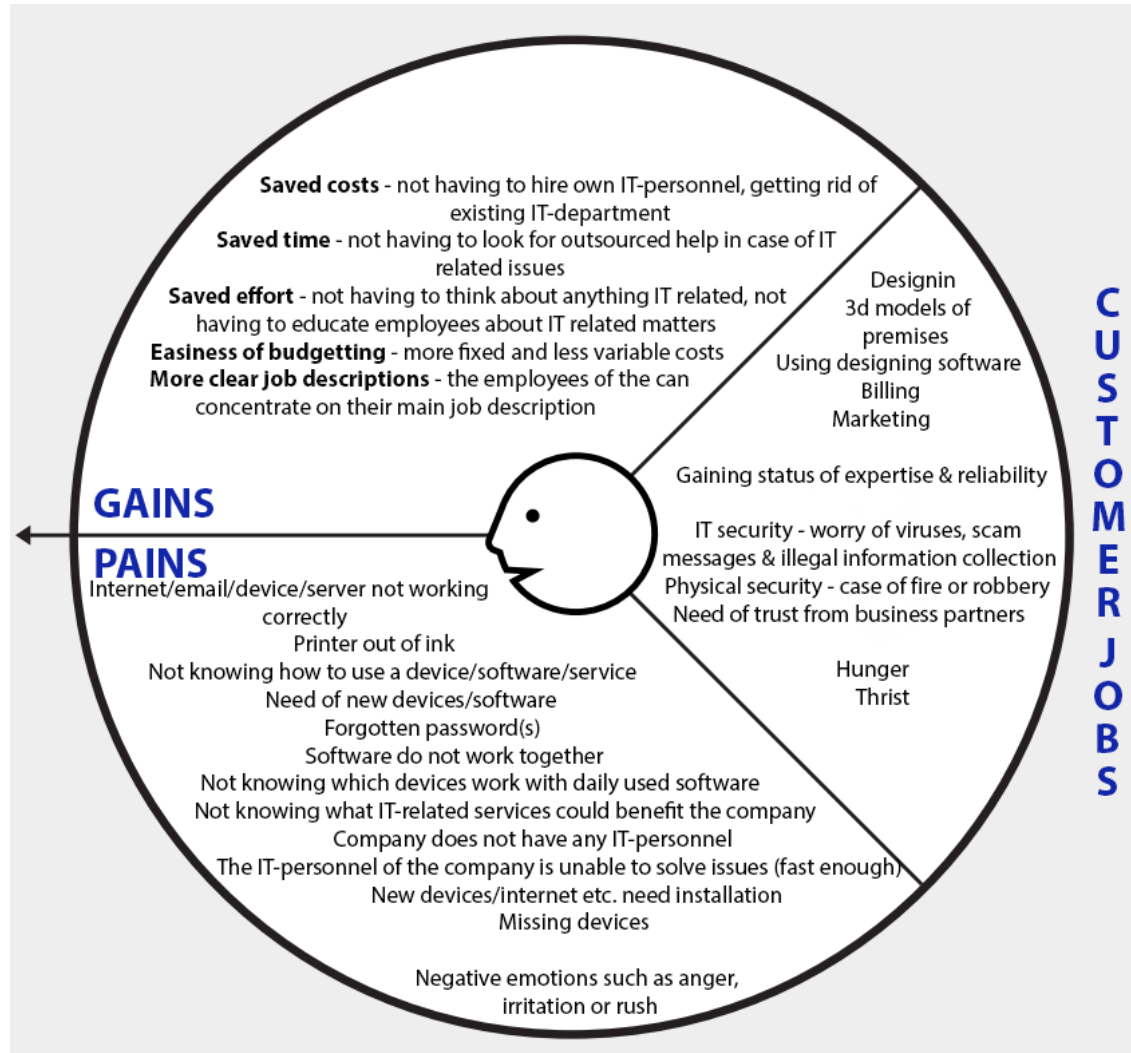


The Customer profile side then again is somewhat different from the other segment. The functional jobs of this sector are for example designing 3D models of different kind of premises, using designing software, billing, and marketing. This can be considered as a rather narrow description of the functional jobs within this segment, and more attention could be paid to investigate these customers. The social jobs, emotional jobs and basic needs that came up during the interviews of the employees of Soluto, were the same as in the attorneys & law segment.

Pains that the customers experience are somewhat similar, but fewer ones were mentioned. Missing passwords, not knowing which devices work together with used software or the need of installation when purchasing a new device are pains, that these customers experience. Again, also negative emotions arise when facing these issues, such as irritation or anger. Wished gains are also similar as the

ones mentioned in the attorneys & law segment, different gains did not appear during the interviews.

Figure 5 - Customer profile of properties, interior design & renting segment (Appendix 2,3 & 4)



As the value proposition canvas of this segment is very similar to the previous one, it does not need as thorough analyzation. What stands out from this canvas, is again the lack of gains wished from the customers. As the field is different and the customer jobs are different, there very likely is some gains that are different between the two segments. This is an area where more investigation needs to take place. What common gains that the employees working at properties, interior design or renting wish to receive, to make their lives easier or more pleasant?

Also, the description of customer jobs in this canvas is also very limited in all four types of jobs. What else field related than designing 3D models of premises and

using designing software are there to do for the employees to keep them in business? What social jobs they have on top of gaining status of expertise and reliability? Are there any more emotional jobs than IT and physical security or the need of trust from business partners? Are there any more basic needs than hunger or thirst?

The more points companies can figure out to put into the value proposition canvas, the better they understand their customers. Areas where the employees of Soluto lack knowledge can be further investigated. As the theory of value proposition canvas states, the information needs to come from the customers themselves. If there is no further information that has been gained along the job working with the customers, it needs to be straightforwardly asked from them, or otherwise figured out, but not expected.

5.3 Potential business customers in Tampere area

Tampere and the nearby cities have approximately 47,7 thousand companies registered in them, from which 37,6 are actively doing business. The biggest industry is property related business (n=1820), and the most common business entity is sole trader. The most common business size according to the number of personnel is micro company. (Business Tampere 2020.)

This gives Soluto a good starting point when trying to reach their target segments in Tampere area. Soluto has found Fixu customers from Helsinki area that are somewhat similar with the most common business type in Tampere, micro companies operating in properties. The other segment of Soluto was micro companies operating in law & attorneys, was not represented in the most common industries in Tampere area, but it was not an industry of its own based on their industry breakdown. However, the company size according to personnel matches again.

Therefore, can be said that the target segments of Soluto created in this thesis match with the businesses in Tampere by three out of four characteristics, which is a good starting point, as it shows that the created segments meet the segment

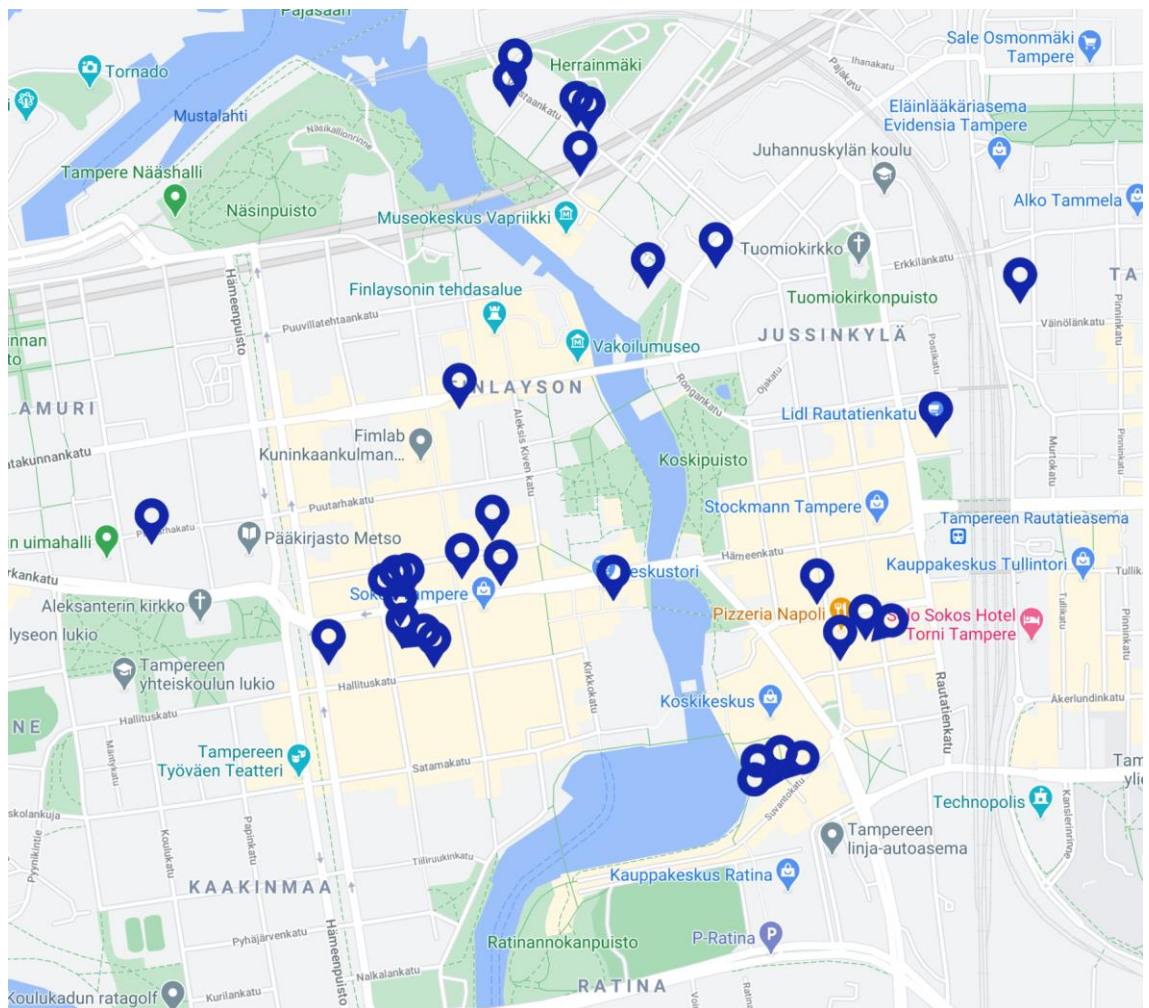
criteria of being substantial. There is a large and profitable enough audience worth concentrating on in the chosen area.

5.3.1 Attorneys & law

The potential customer companies in attorneys & law in Tampere were found by googling. Thirty companies (see appendix 5.) were randomly chosen from the google search, if they had less than ten employees, their website was working, and address and phone number could be found from the website.

It was found out that not only the industry and number of personnel are common characteristics among these companies. They are all located in Tampere, but also all located in the Tampere central area with postal codes of 33100-32100.

Figure 6 - Attorneys & law companies on a map (Appendix 5)



The figure 6 above shows how the attorneys & law customers are placed in Tampere central area. The blue icons each represent one company, and if the icon is tilted, it indicates that the company is located in the same address as some other company.

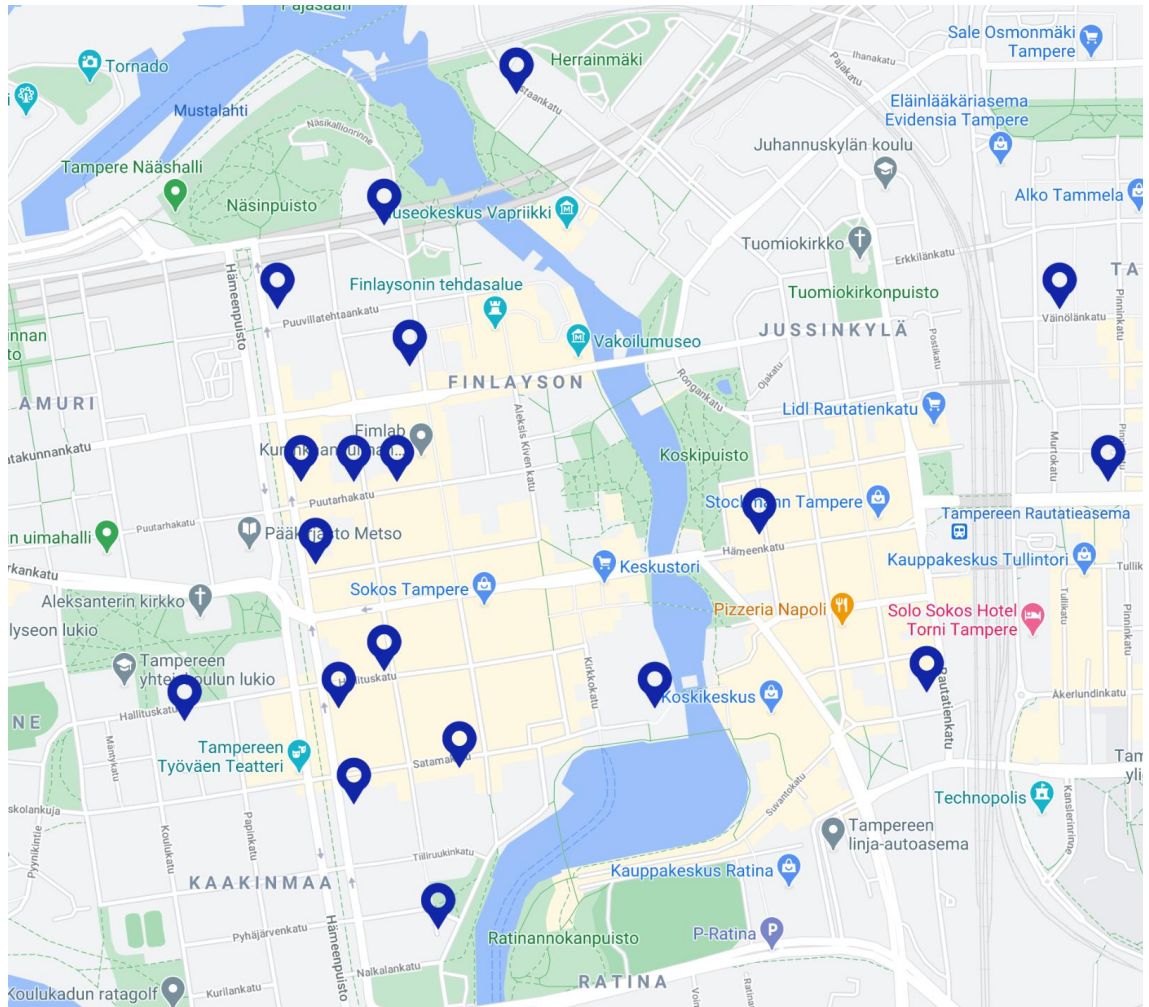
Can be seen that are some popular locations among these companies. One of them is Suvantokatu, which is in the right-hand side near the bottom corner. The biggest bloc is located near the main street of Tampere, Näsilinnankatu-Hämeenkatu-Hallituskatu area with seven companies, and more in the near-by areas. These key locations of the potential Fixu customers in attorneys & law sector are something to think about when coming up with the communication strategy with which to contact these companies.

5.3.2 Properties, interior design & renting

The potential customer companies in properties, interior design & renting were found from the list provided by Business Tampere. Companies were searched with filters: personnel 0-4 and 5-9, region Tampere and industry property related business. The list included all together 869 companies, from which 30 companies were chosen randomly based on that their address, website and phone number could be found. (Appendix 6.)

Unlike the companies in attorneys & law, the example companies in this industry were located across Tampere city. However, still majority of them were also located in the central area. To make sure the visualization of the locations maintains understandable and clear enough, the same map was used as a base as in the attorneys & law figure in the previous chapter.

Figure 7 - Properties, interior design & renting companies on a map (Appendix 6)



As can be seen from the figure 7 above, most of the companies in properties, interior design & renting that fit within the map are located slightly towards the left. Nineteen out of the total thirty companies are in this area. No two companies are in the same address. The most crowded street in this category is Hämeenpuisto, with five companies. The second most crowded one is Puutarhakatu, with three companies very close to each other.

6 CONCLUSIONS AND RECOMMENDATIONS

After conducting this research, Soluto has a good understanding of what their current Fixu customers are like and therefore have more solid ground to start expanding their business to Tampere with. They now know what kind of companies are the most likely to become their customers based on previous success, and already know many companies to be in touch with.

However, there still are some areas worth continuing researching about before making major decisions about communications strategy etc. After this market focused research, I would recommend Soluto to conduct a customer focused research to gain even deeper understanding of their Fixu customers. Soluto could do a simple voice of the customer (VOC) research, and see, how loyal their Fixu customers are. If the result were positive, this could be one studied fact to use when promoting the service to new potential customers. If the result would be less than wished, there would likely arise some development areas regarding the service, and that will also benefit Soluto and enable them to develop the service and prevent them from losing paying customers. By doing a customer focused research, Soluto might gain more insights about the lives of their customers, that could be put into the value proposition canvases, that were provided to them in this study.

Another matter worth of doing a research on, is the way of communication that should be implemented when entering the new market. A communication focused research could be done by investigating what social channels are their (potential) customers using, what kind of messaging is the most appealing to them or what kind of offline marketing could be valuable for Soluto. One way of conducting this is to do a thorough competitor analysis and see what, why and where others are doing and how the public is reacting to it.

When having a deeper understanding of who and where the potential Fixu customers are, what the current customers really think about the service, and what would be the most efficient way of communication that likely had the highest return on investment (ROI), Soluto will be in much better and more reasonable position to start the market development they currently are planning to do.

I also believe that Soluto would have better chances at succeeding in the expansion process if they had more resources to do it with. As the market reach of the company is expanding, so should the company. A barometric called MarkkinointiSuomi™ (freely translated as Marketing Finland) was conducted for the first time in 2019 by advertising agency Miller & Lean, Suomen asiakastieto, communications and marketing agency Republic of Communications, Media office Voitto and MARK (The Marketing Union of Finland). The barometric investigated the way of doing marketing by Finnish small to midsize enterprises (SMEs), which Soluto also is. (Voitto 2019.)

One key outcome of the study was that Finnish companies should more often see marketing as a function of capitalization of products and services, which creates the possibility for growth, than they currently do. Only one in four companies said that they are actively trying to find new customer segments by using marketing. The chief security officer of Miller & Lean, Petri Matero, states in the article written by Voitto (2019), that this makes companies inflexible for possible changes in their field, and too confident in believing that the existing segments will continue buying like they currently do, also in the future.

One finding of the research was that only 37 per cent of the companies that do marketing, set any numerical goals for their marketing actions (Voitto 2019). Setting goals for any business actions makes the follow-process a lot easier, and after a chosen period of time, the results of whether or not the right choices were made, can be more clearly seen.

An insight director Pia Kari tells in the article written by Voitto (2019), that most of the studied companies (55 %) use 1 to 5 per cent of their turnover in marketing, but many (12 %) of them use higher, 6 to 10 per cent. Low investments in marketing could be justified by the common misunderstanding of not seeing marketing as an investment, but an expense, from which is easy to cut from. The unwillingness of investing in marketing can often also be seen in the way of doing marketing and the success of the taken actions, as half of the companies feel like not having enough resources to do marketing with.

The Fixu service seems to serve well the current customers. I believe that Soluto has a good possibility to succeed in Tampere and grow as a company, like they have for the past 13 years of being in business. However, I think it is reasonable to say, that the growth will likely happen a lot more cost-effectively and faster, if they invested more in marketing and really started to believe in its power to grow the business.

Soluto has been growing their turnover and profits over the years, and I believe that such big step as moving to another market is, now would be the perfect time to hire their first full-time marketing employee, or even more than one. I do not question the capability of Soluto to succeed in the change with their current resources. Nonetheless, I highly believe and recommend, that new employees with marketing related degrees could together with the current employees push Soluto to its full potential in the new market and make Soluto receive the results they desire.

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INTERVIEWS

Lähteenmäki, A-M. Information technology specialist & Lähteenmäki, M. senior Information Technology Specialist. 2021. Interview on 4.1.2021. Interviewer Lähteenmäki, J.

Saharanta, J. 2020. Customer relationship manager. Interview on 21.12.2020. Interviewer Lähteenmäki, J.

Sursoho, A. 2020. Customer relationship manager. Interview on 28.12.2020. Interviewer Lähteenmäki, J.

Ylivainio, S. 2020. HR and marketing manager. Interview on 15.10.2020. Interviewer Lähteenmäki, J.

Ylivainio, S. 2020. HR and marketing manager. Interview on 17.11.2020. Interviewer Lähteenmäki, J.

APPENDICES

Appendix 1. Interview questions

The interview questions asked from two customer relationship managers and one senior information technology specialist.

The interviewed people were asked to specify if any answer was only related to one of the two target industries.

Customer

1. What are the tasks these Fixu customers of Soluto are trying to do in their daily life? These tasks are divided into four categories:
 - a. Functional jobs
 - b. Social jobs
 - c. Emotional jobs
 - d. Basic needs
2. What are the most common pains these clients experience? What stands in the way of them succeeding in their job?
3. What gains the customers wish to experience of receive? (save costs, time saved...) What help was wished from Soluto when doing the sales meetings?

Soluto

1. Describe Fixu services (+ CSI cloud services)
2. How does Fixu services ease the pains experiences by the customers? As in detail as possible.
3. What gains Fixu services provide for the customer companies? As in detail as possible.

Appendix 2. Answers by CRM 1

Name: Jesse Saharanta

Date: 21.12.2020

Time: 13.00-14.00 EET

Interview method: Teams video conference

Customer:

1. Customer jobs

a. Functional jobs, such as completing a specific task or solve a problem

Preparing different kind of legal cases

Going to trials

Following general data protection regulations (GDPR) correctly

b. Social jobs, such as gaining status or looking good

Being a trustworthy legal office/attorney

c. Emotional jobs, such as security or aesthetics

Information security against viruses, scam messages and illegal information collection

d. Basic needs, such as nutrition or communication

Do not know

2. What are the most common pains these clients experience? What stands in the way of them succeeding in their job?

Internet is not working correctly

Printer is not working correctly

Email is not working correctly

Server is not working correctly

Need for new devices / too old devices

Forgotten password, cannot use a certain device(s)

Printer is out of ink

No IT-knowledge within the company

Only little IT-knowledge within the company – the person who has some information might not be able to concentrate on their main job description because

they must concentrate on helping others with their IT-problems, might not know exactly how to handle them so it takes time and might not get solved
Wasted time on trying to solve IT-problems within the company

3. What gains the customers wish to experience of receive? (save costs, time saved...)

Saved time when not having to try to solve IT-problems by themselves

Saved costs when not having to pay for another IT-company to solve the issues (might cause even more extra charging if the problem must be solved immediately)

Saved time when not having to look for and contact many IT-companies in case of an issue

All employees can concentrate on their main job description

Not having to educate oneself about IT

Soluto:

1. Describe Fixu services + CSI cloud services

Fixu is an IT-support license, that is being charged per device that is installed on (25 euros per device) and includes free IT-support (30 minutes per month per device)

CSI cloud service can be bought on the side of Fixu by law/attorney customers. It gives the companies the online save space for the software, so that it is on their own device.

2. How does Fixu services ease the pains experiences by the customers in the attorneys & law section? As in detail as possible.

Customers have two ways of contacting the company – via email or telephone
Telephone is for those problems that need to be solved immediately, email for those that can wait for a while

The employees of Soluto take remote access straight to the device of the customer and fix the issue online

The employees of Soluto visit the premises of the customer and fix the issue face-to-face

3. What gains Fixu services provide for the customer companies in attorneys & law? As in detail as possible.

Saved time & effort - About 90 per cent of the issues faced by customers can be solved with remote access, meaning that the technical support does not have to meet the client in person to solve the problem, but can do it anytime, from anywhere

Saved time & effort - Two channels through which customers can communicate their issues to Solutio with – phone and email

Saved costs – not charged by hour but by device, no surprising costs for the customer

Forecasting - Fixu meetings are held twice a year with the customer relationship manager. In the meetings:

All tickets (requests for help) from the last 6 months are looked at – what are the most common issues and how could the company have them less often/not at all in the future?

Devices are checked on if they still have guarantee or not – is there a need for updates or new devices?

Appendix 3. Answers by CRM 2

Name: Aleksanteri Sursoho

Date: 28.12.2020

Time: 12.00-13.00 EET

Interview method: Teams video conference

Customer:

1. Customer jobs

a. Functional jobs, such as completing a specific task or solve a problem

Law – going to trials

Properties – designing 3d models of premises, using different designing software

b. Social jobs, such as gaining status or looking good

Do not know

c. Emotional jobs, such as security or esthetics

Worrying about IT-security

d. Basic needs, such as nutrition or communication

Do not know

2. What are the most common pains these clients experience? What stands in the way of them succeeding in their job?

Own IT personnel might not be able to solve all problems or it would take a long time for them to solve

Computers or other devices do not work

Software such as designing, or law software do not work

Two software do not work with each other

Email does not work

Billing system does not work

Annoyed by the appearing problems

Need of device/software updates

Not knowing which devices work with the daily needed programs

Not knowing what IT related devices/services could be useful for them

3. What gains the customers wish to experience of receive? (save costs, time saved...)

Saved time when not having to think about anything IT-related

Saved time & costs when not having to educate oneself about IT-related matters

Saved time & costs when not having to hire internal IT-support for the company

Soluto:

1. Describe Fixu services + CSI cloud services

Complete handling of all IT systems within a customer company all for one fixed price through an installed Fixu program on the customer's computer

Documenting the customer's IT environment – passwords, devices (guarantees etc.),

2. How does Fixu services ease the pains experiences by the customers in the attorneys & law section? As in detail as possible.

Immediate help via calls – from 8am to 5pm approximately – outside hours available during workdays for a 1.5x price, weekends for a 2x price

Not so urgent help via email

G30 network (includes 27 B2B IT-companies) which all help each other in need, if the customer was in another town where Soluto does not work, Soluto will out-source the help from another G30 company that is located in the same city or nearby and can go to help.

One to four Fixu meetings per year

Knowing which devices work with the needed programs

Understanding what IT related devices/services would help the client in their daily work

3. What gains Fixu services provide for the customer companies? As in detail as possible.

Saved costs - Fixed price for all support done from a distance, no surprises

Forecasting - An excel listing of the devices used – those being marked that should be updated and the reasoning why

Forecasting - Fixu meetings 1 to 4 times a year

Saved time when not having to look for another supplier for different services - Preparing a matching word document design with the company's logo, training for new/existing programs such as Microsoft Teams

Saved time when not having to order things by themselves + one billing company - Soluto can order a needed product for a customer even if they do not sell it regularly

Connections, helpfulness & advise - If Soluto couldn't provide a product/service for the customer, they will find out where the customer can get it from, even if it was a competitor.

Professionalism and knowledge - Soluto helps Fixu clients with programs/software use even if it has nothing to do with them or is not purchased from them

Saved time, costs & effort of knowing what IT related is used within the company - When a problem appears, Soluto has the knowledge of all used devices, services, programs etc. that the customer uses, and they do not have to explain it before solving the issue.

Saved costs - The customer does not have to hire their own IT personnel or can get rid of that department.

Appendix 4. Answers by S.I.T.S. And I.T.S.

Name: Marko Lähteenmäki & Anna-Mari Lähteenmäki

Date: 4.1.2021

Time: 14.30-15.30 EET

Interview method: Face-to-face

Customer:

1. Customer jobs

a. Functional jobs, such as completing a specific task or solve a problem

Law customers: attorneys who prepare law suites and go to courts, secretaries who do overall office tasks such as transcribe conversations from dictation machines, billing, and marketing.

Properties: design premises, rent premises, billing, marketing, selling

b. Social jobs, such as gaining status or looking good

Law: gaining status of expertise on different kind of law cases such as divorces, cases between companies or testaments, gain status as a reliable company

Properties: gaining status of expertise on specific type of designs or rental spaces such as restaurants, company premises etc., gain status as a reliable and trustworthy company

c. Emotional jobs, such as security or esthetics

Law & properties: security in terms of IT security and physical security in case of an emergency (fire, robbery etc.) & need of trust from business partners

d. Basic needs, such as nutrition or communication

Law & properties: hunger, thirst

2. What are the most common pains these clients experience? What stands in the way of them succeeding in their job?

Do not know how to use a certain service such as email or word

New employee needs devices such as computer or telephone

Missing devices such as telephone

Dictation machines do not work (only related to law & attorneys)

New devices, LAN connections, servers or printers need to be installed

Negative emotions such as anger, rush or irritation

3. What gains the customers wish to experience of receive? (save costs, time saved...)

Saved time & effort when not having to worry about possible IT problems by themselves

Saved costs when no surprising costs for IT

Solutio:

1. Describe Fixu services

Monthly billed complete IT-system for companies that is used to take care of all IT related aspects

Forecasting future IT needs

Updates of current software/devices/services

Controlling devices

2. How does Fixu services ease the pains experiences by the customers in the attorneys & law section? As in detail as possible.

Fixu meetings where possible future issues are forecasted and eliminated if chosen to do so

Three stage problem solving: stage 1 where the customer calls or sends an email, stage 2 where more advance cases are being taken care of & stage 3 where the most difficult ones are handled

3. What gains Fixu services provide for the customer companies in attorneys & law? As in detail as possible.

Avoided negative emotions & saved time - Problems can be solved even before the customer recognizes they appear

Forecasting future problems, saved time & costs – introducing the customer to solutions that could save time & money from them in the future if taken care of even before the actual time of need

Making company budgeting easier – Fixu services are billed monthly and the customer know how much they are approximately going to pay for all their IT services and to who they are paying

Saved time – device documentation helps the specialists solve appearing problems faster

Positive emotions such as relief, happiness, and joy

Appendix 5. Companies in attorneys & law in Tampere

Company name	Company website	Address	Telephone
Asianajotoimisto Kuusivaara Oy	https://www.kuusivaara.fi/	Verstaankatu 2 C, 33100 Tampere	358 3 755 8120
Asianajotoimisto Mäkelä & Penttilä Oy	https://www.asianajotoimisto-mp.fi/	Keernakatu 2 L, 33100 Tampere	358 10 274 2510
Asianajotoimisto Venekoski Oy	https://www.venekoski.com/	Tuomiokirkonkatu 34 A, 33100 Tampere	358 3 213 2903
Asianajotoimisto Kristian Hyvönen Oy	https://www.asianajajatampere.fi/	Suvantokatu 1 D 56, 33100 Tampere	358 505 552 272
Asianajotoimisto Jari Hytti Oy	https://www.jarihytti.fi/	Keskustori 1, 33100 Tampere	358 3 273 0145
Asianajotoimisto Askel Oy	https://asianajoaskel.fi/	Rautatienkatu 21 B, 33100 Tampere	358 50 364 9230
Asianajotoimisto Lakitalo Oy	https://lakitalo.fi/	Aleksanterinkatu 26 C 20, 33100	358 207 281 910
Asianajotoimisto Luckylaki Oy	https://luckylaki.fi/	Suvantokatu 1, 33100 Tampere	358 407 668 199
Asianajotoimisto Lindblad & Co Oy	https://lindblad.fi/	Hämeenkatu 18 A 6, 33200 Tampere	358 20 749 8190
Asianajotoimisto Ava Oy	https://avalaw.fi/	Suvantokatu 1 D 56, 33100 Tampere	358 40 7602022
Asianajotoimisto Tammer Juristit Oy	https://www.tammer-juristit.fi/	Kauppakatu 3 B, 33200 Tampere	358 103 466 640
Asianajotoimisto Hilikka Tuori Oy	https://www.tuori.fi/	Hallituskatu 11 A, 33200 Tampere	358 50 555 5612
Asianajotoimisto Pertti Holopainen Oy	http://www.pjh.fi/index.html	Verstaankatu 3 D 26, 33100 Tampere	358 50 5519 765
Asianajotoimisto Heikki Penttilä Oy	http://heikkipenttila.fi/fi/yritys	Hämeenkatu 26 A, 33200 Tampere	358 3 389 9881
Asianajotoimisto Alfa Oy	https://alfalaw.com/	Hämeenkatu 20 A 6, 33200 Tampere	358 3 3142 9000
Lakitoimisto Modus Oy	http://www.moduslaw.fi/	Hämeenkatu 27 A 4, 33200 Tampere	358 40 702 3230
Asianajotoimisto Gummerus Oy	https://gummerus.com/	Näsilinnankatu 27 B, 33200 Tampere	358 3 2332 100
Asianajotoimisto Nieminen & Simola Oy	https://www.aatoimisto.fi/	Satakunnankatu 19 A 44, 33210 Tampere	358 400 655 699
Asianajotoimisto Suojanen & Alanen Oy	https://www.suojanen-alanen.fi/	Aleksanterinkatu 33 B, 33100 Tampere	358 3 223 6311
Asianajotoimisto Tuutti Oy	https://www.jaakkotuutti.fi/	Lapintie 6 B, 33100 Tampere	358 400 623 019
Asianajotoimisto Klingendahl Oy	https://www.klingendahl.com/	Peltokatu 26, 33100 Tampere	358 3 260 2000
Asianajotoimisto Mika Ala-Uotila Oy	https://www.nokialaw.fi/	Kelloportinkatu 1, 33100 Tampere	358 3 3421 110
Lakiasiatomisto Marko Virta Oy	http://www.virtalaki.com/index.php	Puutarhakatu 33 B, 33210 Tampere	358 3 4102 3003
Asianajotoimisto Luoti Oy	https://www.asianajotoimistoluoti.fi/	Hämeenpuisto 31 A 1, 33200 Tampere	358 50 337 0708
Asianajotoimisto Kilpi, Luukkonen & Toikka	http://www.aatsto-kl.fi/	Näsilinnankatu 27 B, 33200 Tampere	358 3 3138 1400
Asianajotoimisto Kuha & Kukkonen Oy	http://www.kuhakukkonen.fi/	Tuomiokirkonkatu 34 B 24, 33100 Tampere	358 3 3124 2800
Asianajotoimisto Pauli Kiviharju Ky	https://www.paulikiviharju.fi/	Verstaankatu 7 D 40, 33100 Tampere	358 400 626 509
Asianajotoimisto Hakola Oy	https://www.hm-legal.fi/etusivu	Turpiininkatu 2 C 2, 33100 Tampere	358 44 982 0520
Asianajotoimisto Karimaa & Vähätalo Oy	https://www.karimaa-vahatalo.fi/	Näsilinnankatu 25 B, 33200 Tampere	358 3 2700 100
Asianajotoimisto Annala & Teivaala Oy	https://www.karimaa-vahatalo.fi/	Näsilinnankatu 25 B, 33200 Tampere	358 3 2700 100
Asianajotoimisto Jarkko Liljeqvist Ky	https://liljeqvist.fi/	Suvantokatu 1 D 56, 33100 Tampere	358 440 930 020

Appendix 6. Companies in properties, interior design & renting in Tampere

Company name	Company website	Address	Telephone
2nd homes Tampere	https://www.2ndhomes.fi/	Puu-tammelan raitti 7 E 10, 33500 Tampere	358 40 1433 629
Aleksin kiinteistövälitys Oy	https://www.aleksinkv.fi/	Kalevanpuistontie 17, 33500 Tampere	358 400 404 425
Arvokas koti Oy	https://www.vuokrakiinteistot.fi/	Verstaankatu 7, 33100 Tampere	358 406 227 731
Cental Oy	https://tallipiha.fi/	Kuninkaankatu 4, 33210 Tampere	358 453 267 004
Central Office Finland Oy	https://www.centraloffice.fi/index.php	Hämeenkatu 14 C 25, 33100 Tampere	358 405 532 920
Demon Group Oy	http://www.demongroup.fi/	Maustekatu 26 C 7, 33710 Tampere	358 400 921 741
H. Liljeroos Oy	http://www.hlijeroos.fi/	Kehräsaari, 33200 Tampere	358 504 088 070
Huoneisto Tampere Oy	http://www.huoneistotampere.fi/fi/Etusivu.htm	Hämeenpuisto 41, 33200 Tampere	358 400 624 192
Instan kiinteistöt Oy	http://instan-kiinteistot-oy.esittelee.fi/	Sarankulmankatu 20, 33900 Tampere	358 407 762 261
Ja-Apila Oy	https://www.ja-apila.fi/	Näsilinnankatu 30, 33200 Tampere	358 400 637 063
Jaarli Partners Oy	https://www.jaarli-lkv.fi/	Ranta-Tampellan katu 5 B 15, 33180 Tampere	358 40 587 6633
Jakosuo Oy	https://jakosuo.com/	Kuninkaankatu 10, 33210 Tampere	358 32 122 938
Tampereen arvihuoneistot Oy LKV	https://www.arvihuoneistot.fi/	Näsilinnankatu 18, 33210 Tampere	358 400 624 582
Jeppe Lahtinen Oy	https://lahtisetyhtyma.fi/	Hämeenpuisto 21, 33200 Tampere	358 331 389 000
Kaseta Oy	https://www.tilavuokraus.fi/	Hatanpään valtatie 34 F, 33100 Tampere	358 405 516 689
Tampereen arviointi- ja toimitilapalvelu Oy	http://www.kolite.fi/	Hallituskatu 25 A, 33200 Tampere	358 400 622 727
KH-Linja Oy	https://www.huoneistolinja.fi/	Järvensivuntie 1 B, 33100 Tampere	358 503 016 821
Tammer-asunnot Oy	http://www.tammerasunnot.fi/index.htm	Hämeenpuisto 35, 33200 Tampere	358 443 600 310
Linvestia Oy	http://linvestia.fi/	Puutarhakuja 12 A 14, 33210 Tampere	358 500 408 869
Louhikiinteistöt Oy	https://www.asuntosektori.fi/	Itsenäisydenkatu 5, 33100 Tampere	358 50 412 6595
Lähiruka Oy	https://lahiruka.fi/	Lamminpääkatu 1, 33420 Tampere	358 400 238 659
Länsi-Suomen metsätilat Oy	https://www.metsatilat.fi/	Näsilinnankatu 48 D, 33100 Tampere	358 50 412 3102
Messukylän konepajavuokraajat Oy	http://www.konepajavuokraajat.fi/	Etu-hankkionkatu 1, 33700 Tampere	358 503 089 533
Pikkupalatsi Oy	https://www.pikkupalatsi.fi/	Hämeenpuisto 7, 33210 Tampere	358 400 392 328
Omena-Asunnot Oy	https://aninkainen.fi/	Uudenkylänkuja 3, 33530 Tampere	358 505 502 913
Suomen Vuokravarastot Oy	https://www.vuokravarasto.fi/index.html	Väinöläkatu 2, 33100 Tampere	358 400 379 00
Suunnittelutoimisto Muotoa	https://www.muotoa.fi/	Rautatienkatu 26, 33100 Tampere	358 44 981 9251
Sisustus suunnittelu Hanna Rantanen	https://www.tilasuunnitelma.fi/Etusivu/	Hämeenpuisto 27, 33210 Tampere	358 400 880 479
Tilasisustaja Sirpa Leinonen	https://tilasisustaja.fi/	Ratinankatu 10 LH 2, 33100 Tampere	358 405 328 581
Liadesign	https://www.liadesign.fi/	Satamakatu 3, 33200 Tampere	358 400 461 771
Suunnittelu huone	https://www.suunnitteluhuone.fi/	Sartrenkuja 5, 33870 Tampere	358 451 372 572