



**TAMPEREEN AMMATTIKORKEAKOULU**  
**UNIVERSITY OF APPLIED SCIENCES**  
**BUSINESS SCHOOL**

**FINAL THESIS REPORT**

**STRATEGIC MARKETING IN SMALL BUSINESSES**  
**Case: Big Agenda Coaching**

**Juudit Ojansivu**

Degree Programme in International Business  
April 2009  
Supervisor: Mikel Garant

**TAMPERE 2009**

**Author:** Juudit Ojansivu

**Degree Programme:** International Business

**Title of Thesis:** Strategic Marketing in Small Businesses, Case: Big Agenda Coaching

**Month and Year:** April 2009

**Supervisor:** Mikel Garant

**Number of Pages:** 49

---

## **ABSTRACT**

The purpose of this Final Thesis is to improve strategic marketing for the coaching company Big Agenda Coaching. The company is based in Seattle, USA. The company is about 9 years old and now it is about time to take better look again to the marketing and have eyes on future.

This thesis will examine marketing from the basics of marketing to defining the characteristics of marketing in services based company. It will examine the importance of networks, relationships and reputation to the businesses. The emphasis will be on newest marketing trends and the focus will be on emerging ideas and thinking about business life. By all these, the purpose of this thesis is to offer the best possible information package about marketing to the company and at the end, give suggestions to the company according its overall marketing and marketing online.

---

**Keywords:** Coaching      Guerrilla marketing      Internet marketing  
Networking      Relationships      Reputation  
Strategies      Viral marketing

## Acknowledgements

First of all I want to thank Kristiina Hiukka, by giving me the opportunity to come to Seattle to execute my internship in your company. You showed me that there can be humanity in business and that man can do as he preaches. This saying came alive by your own example.

My thesis coach, Dr. Mikel Garant, you were the one who interviewed me to TAMK and now having you as my thesis coach has been an honour. You have been inspiring teacher and one of the teachers who I never got bored listening to. Thank you also for organizing us students awesome study trips.

I also want to thank my mom Sirkka-Maria for talking hours with me on the phone, listening to me a problem after problem and guided my insights. Warmest thanks to my father Ilkka, by helping out to find the best resources and giving the academic perspective. You are the best!

Special thanks to my co-students and friends Corina Maiwald and Susanna Koivisto. It has meant a lot to me to have you by my side deliberating my problems and having your encouragement.

Sherry and Vinny; it is amazing how I got you in my life and what a great support you have been. We all know how important role you have had.

Juri, my dear brother, without you I would probably never found this direction, so thank you from the bottom of my heart. We did it!

Last but not least, I want to thank my supportive and patient husband Sami for being there for me all the way long. Now I will be more yours.

<b>ACKNOWLEDGEMENTS.....</b>	<b>3</b>
<b>1 INTRODUCTION.....</b>	<b>6</b>
1.1 RESEARCH BACKGROUNDS.....	6
1.2 RESEARCH OBJECTIVES .....	7
1.3 RESEARCH METHODS .....	7
1.4 STRUCTURE OF THE RESEARCH.....	8
<b>2 BIG AGENDA COACHING.....</b>	<b>9</b>
2.1 BACKGROUND INFORMATION OF THE COMPANY .....	9
2.2 COACHING .....	9
2.3 CUSTOMERS.....	11
2.4 STRATEGIC PARTNERS .....	12
2.5 MEMBERSHIPS .....	13
<b>3 MARKETING IN SMALL BUSINESSES AND KNOWLEDGE BASED SERVICES COMPANIES .....</b>	<b>14</b>
3.1 WHAT IS MARKETING.....	14
3.2 MARKETING IN KNOWLEDGE BASED SERVICES FIRMS .....	15
3.3 MARKETING STRATEGY.....	17
3.4 MARKETING PLAN .....	18
3.5 MARKETING RESEARCH.....	19
<b>4 COMPETITION AND RELATIONS .....</b>	<b>22</b>
4.1 COMPETITORS.....	22
4.2 CUSTOMERS.....	23
4.3 GETTING AND KEEPING CUSTOMERS .....	24
4.4 NETWORKING AND RELATIONSHIPS.....	25
4.5 PROFESSIONAL NETWORKING ONLINE.....	25
4.6 THE IMPORTANCE OF REPUTATION .....	26
4.7 STRATEGY AND REPUTATION .....	27
<b>5 A NEW DIRECTION .....</b>	<b>30</b>
5.1 GUERRILLA MARKETING .....	30
5.2 THE BLUE OCEAN STRATEGY .....	31
<b>6 INTERNET MARKETING .....</b>	<b>33</b>
6.1 MARKETING TODAY .....	33

6.2	BLOGS .....	33
6.3	THE WEBSITE .....	34
6.4	THE EFFECTIVE WEBSITE .....	35
6.5	ONLINE STORES .....	37
6.6	VIRAL MARKETING AND ONLINE CAMPAIGNS.....	37
<b>7</b>	<b>RESEARCH ANALYSIS .....</b>	<b>39</b>
<b>8</b>	<b>SUMMARY AND CONCLUSIONS .....</b>	<b>41</b>
<b>9</b>	<b>SUGGESTIONS FOR THE COMPANY .....</b>	<b>43</b>
9.1	OVERALL BUSINESS.....	43
9.2	THE WEBSITE .....	44
	<b>REFERENCES.....</b>	<b>46</b>

# 1 Introduction

## 1.1 *Research Backgrounds*

The aim of this final thesis is to examine the strategic marketing in small businesses; having the perspective of the case company, Big Agenda Coaching, in mind. As the author completed her practical training in Big Agenda Coaching last summer (April - September 2008), it gave her reasonable knowledge about the company's business and the industry of coaching. It is exciting to take this challenge trying to find out new and inspiring ways to do marketing.

This document will be serving as a guide for the company by showing some crucial elements of marketing and giving guidelines what should be taken care of in order to get customers and keep them. This research includes also exploring the special characteristics of marketing in services based companies and/or small businesses. The author's own interests are in campaigning, marketing and sales and she have earlier experience from all of those. Therefore, the emphasis is on these topics.

As a curious person, and someone who always questions everything, the traditional marketing and ways of doing business are questioned. The purpose is to get overall new ideas and not to only follow the rules that are existing in marketing books, but rather combine the theory, new materials and my own experiences in business.

## **1.2 Research Objectives**

This research has two objectives. The first objective is to find out what are the marketing possibilities for a small company that is knowledge based business services company. The second objective is to examine marketing and business today and what things affect to the marketing, sales and customer loyalty. The main objective is to provide suggestions for marketing; including suggestions to the better utilization of company's website. The purpose of this thesis for the author herself is to deepen her knowledge in the field of marketing.

## **1.3 Research Methods**

This thesis will be executed by using descriptive analysis method. The research will be implemented mainly by using the secondary data from topic related books and Internet, including the company's website. The author's work experience in the company and the knowledge about its operations, values and ethics give good base when talking about the company and its business. The theory and real life will fuse in this work. Participation in many events during the internship and also afterwards is one also source for data. The primary data is from topic related an interview and experiences of either the author herself or the person interviewed.

Originally the aim of this final thesis was to create improved marketing plan for a Seattle based American company – Big Agenda Coaching. During the thesis work, after going through big piles of materials and trying to create the structure to this thesis the author realized that the task is too hard to handle. Having to deal with the 10 hours time difference, not being in the same

country and not having time to discuss hours and hours with the Founder and Principal about what is going on in the company and what are the plans for future, the original idea seemed to be doomed. Also the finding about how that strategic decision making happens during the daily actions in the small enterprises supported the shift in topic.

#### **1.4 Structure of the Research**

This thesis is divided into four different chapters. Chapter one includes an introduction to the thesis. The second chapter concentrates on the company and has the focus on its business and on coaching. The third chapter will discuss marketing in small businesses and characteristics of knowledge based services businesses. It will also take a look at marketing research. Chapter four concentrates on competition, relations and reputation. Chapter five is about a new direction of strategies and marketing. The sixth chapter examines marketing online and the possibilities it offers. In chapter seven, the author analyses the data from this research. Finally, chapter eight summarizes it all and will include conclusions. Suggestions for the company are on chapter nine.



## **2 Big Agenda Coaching**

### **2.1 Background Information of the Company**

Big Agenda Coaching is a 9 years old boutique coaching company. It was founded on January 1st 2000 in Seattle, Washington, USA. Big Agenda Coaching specializes on executive and team coaching. The owner and Principal is Ms. Kristiina Hiukka, M.A. Ms. Hiukka has designations of a certified co-active coach (CPCC) from Coaches Training Institute and professional certified coach (PCC) from the International Coach Federation. She is the first Finnish certified executive coach in the co-active model created by Laura Whitworth, Karen Kimsey-House, Henry Kimsey-House and Phillip Sandahl.

Ms. Hiukka is also one of the authors of book *Tiedon kauppiat* “Merchants of Knowledge”, which is meant especially for professionals who run knowledge based business services and as educational material for students in business schools. Ms. Hiukka was appointed an Honorary Vice Consul of Finland for Washington State January 2009. Big Agenda Coaching’s unique image and brand are based on Ms. Hiukka’s personality, skills and strengths

### **2.2 Coaching**

Coaching is the second fastest growing industry and fastest growing personal development tool in the world. Coaching creates the capacity for continuous improvement, development and success, through enabling and supporting

people and organisations to make the best use of their knowledge, insight, vision, creativity, sensibility, determination, external resources and vast ability to learn and develop. Coaching recognises the vast potential of human capability understands what restrains this and how to unleash it and significantly reduces the internal and external ‘interference’, which exists between potential and their performance. (Sport England, 2007)

Coaching is rather a recent service for businesses and it is spreading rapidly also in Finland. Coaching enables people learn and affirm behaviours, processes and skills that, make workplaces more humane (Pietiläinen, 2007, 55), when the traditional management style has typically excluded “being human” while working (Työsuojelurahasto, 2009).

At its best, Coaching is ‘non-directive’: it does not teach, it does not advise and it does not seek to control people or impose solutions. Rather, it enables people to use their internal and external resources to pursue their goals effectively. This technique is at the heart of successful coaching and differentiates it from consulting, training, traditional teaching and traditional management (and sports ‘coaching’). Research and practice have shown that with coaching people achieve sustainable positive change, enabling organisations and individuals to achieve and maintain goals that they had previously thought were not possible. (Sport England, 2007)

Individual coaching strengthens a professional person to execute actions that are founded in his or her values aligned with the values of the organizations. When coaching a team, the relationships between team members and the team functionality is coached. (Pietiläinen, 2007, 55)

The core idea of coaching is that a person is creative, resourceful and whole, no need of “fixing” and he or she is capable of discovering her or his own

answers and solutions. A coach is there to support and facilitate this process (Pietiläinen, Menestys on meissä itsessämme audio) So, there is no need to feel that something is missing or that the person is not good enough and they should be educate by the coach in order to feel whole.

Coaching always seeks new ways to do things differently and in different ways. One of the best things of coaching is that everything is built on the strengths of a person and on the things where the person is good at and not based on faults or what is wrong with him. (Hiukka, Menestys on meissä itsessämme audio)

### **2.3 Customers**

The targeted customers for Big Agenda Coaching are senior level executives and managers and their teams. Thus, Big Agenda Coaching works mainly in Business-to-Business (B2B) market. The customers are often larger organizations that can afford to hire a coach and that have an understanding of the value of support of their best assets, their people. The companies believe that by coaching their employees to a sustainable higher performance, the bottom line will be better. Some of the customers are well-known, international companies that are operating around the world, for example Microsoft and Nokia. As the target group has been chosen already, there is no need to concentrate to it in this research.

## 2.4 Strategic Partners

The relationships are important in business. Professionals buy services from each others, from the people who they think are trustworthy. The first thing Gummesson says learned in business life, is that you have to have good contacts and it is good to have relatives in influencing positions and belong in right groups. People, who knew each other, made deals and then the seller “entertained” the buyer. (Gummesson, 1998, 26)

Big Agenda Coaching has several partners. Most of them are in the USA, but there are also some in Finland.

- Ambitio Group Oy
- BizEnrich
- Grovewell LCC
- Ignite Business Inc
- Imagine CDs
- LifeStyled
- Life Works Consulting Ltd
- Mindworks
- Score More Sales
- Team Coaching International
- The Coaches Console

Many of the partners of Big Agenda Coaching are related to the coaching business.

## 2.5 Memberships

People create relationships by joining organizations. For example, people from different industries belong in Rotary club. The members get to know each other and even though that trading is sometimes forbidden within the organization directly, friendship created make business happen easier. (Gummesson, 1998, 26-27)

Big Agenda Coaching is a member a various different organizations and associations. Such organizations are:

- American Management Association
- ASTD
- ATW Alliance of Technology and Women
- Columbia Tower Club
- CSY Finnish Coaching Association
- Greater Seattle Chamber of Commerce
- International Coach Federation
- Microsoft Alumni Foundation
- MIT Enterprise Forum
- Puget Sound Coaches Association
- Seattle SHRM
- Team Coaching International
- TENS: The Executive Network of Seattle

Being a member of several organizations and associations not does only give the company chance to meet the business people who will eventually buy their services but also gives visibility the company needs in order to stay in people's minds.

## **3 Marketing in Small Businesses and Knowledge Based Services Companies**

### **3.1 What is Marketing**

According to Sexton (2006, 7) and Sipilä (1998, 32) marketing is about people. It is about understanding what people want, then trying to give it to them at a price that they are willing to pay and at price that will provide you with an acceptable profit. It is against the production centrality, where customer needs to buy whatever is offered, or buy nothing.

Many marketing textbooks perpetuate the narrow view of marketing by defining marketing as the “4P’s”: Product, Price, Place and Promotion. There is something wrong with this definition. The 4P’s are not equal. One of them, the Product, is really a strategic choice and the other P’s are just tactics. If the Product (or service) is not designed to meet customer needs, then a terrific price, convenient place, an exciting promotion will not save it. (Sexton, 2006, 10)

Gummesson (1998, 28-29) discusses the same issue. The mass production of an industrial age generated mass marketing. In that short period of time in history, the focus in theory and education was on consumer goods marketing. Services and the marketing between the companies – where relationships were important also in industrial age – were ignored.

Relationships, networks and interaction has limited role in the literature of leaderships in traditional marketing and the theory that is shown there, mar-

keting mix, which is many times called as 4Ps. Marketing teaching and textbooks is still uses the base structure of marketing mix, that includes proximately on mass marketing of regular consumer goods. (Gummesson, 1998, 28-29)

According to Sexton (2006, 11); Marketing includes both strategy and tactics, but it must be kept in mind that strategy must come before tactics. If the strategy is wrong – wrong target market, wrong positioning, and wrong target competitor – then it really does not make much difference how great the advertising selling or distribution or pricing is, the product or service will fail eventually. In fact, the more effective the tactics the quicker a poor product will disappear.

There is also misleading marketing. Sometimes marketing can make people buy something they do not need or want or just lead them to buy the item or service at least once, because the advertisement was appealing.

### **3.2 Marketing in Knowledge Based Services Firms**

Knowledge based services means accomplishing the work on behalf of someone else that the person is not able or can not do by himself. Those are demanding services, which require long professional education, wide experience and powerful involvement from their performer. (Sipilä, 1999, 20)

Professionals tend to get customers and work orders strangely. Sometimes there is too much work and sometimes the orders just totally run out. When professionals have only a little bit work to do, they do marketing and sell their services and soon they pile up work for beyond needed and then again

when there is too much work, there is no marketing and this vicious cycle keeps going. Therefore, it would be good to do some marketing all the time, for example once in a week in a specific day. (Parantainen, 2005, 115-116)

The other factor to the company for being too well employed would be that the company is selling its services at a too low price, which will cause people getting lot orders all the time, even though the previous jobs could have not been well made. (Parantainen, 2005, 116)

Start up entrepreneurs especially; tend easily to forget that the price of service is already a message. Two out of three people combine word “expensive” to match it with pair “the best”. This produces belief which includes a thought that it is not possible to sell good quality in a low price. So the price tells immediately, if the company belongs to the lowest group, middle caste or if it is top of the industry. (Parantainen, 2005, 160)

According to Parantainen; (2005, 108) many professional thinks that his own success is guaranteed, if he has strong expertise. In addition, most of them seem to have big beliefs about themselves. 94 percent of professors in universities consider that their own research is better than average in quality. In reality, expertise does not sell itself any better than any merchandise. Actually, the success of professional depends on how well he is able to tell his expertise.

When talking about knowledge based services, there is no commodity to show to the client in advance, so the customer has to be assured in advance that the service they will be getting is good. Therefore, the skills of good marketer are definitely a good asset to the entrepreneur.



### **3.3 Marketing Strategy**

Strategy means methods to achieve a goal. (Parantainen, 2005, 107) To put it differently and in a simple way; in swimming competitions this would mean that the competitor should swim faster than anyone else and practice harder than others to reach the first position. In a simple world, this could be true. In reality and especially in business, unfortunately, there are many other factors that should be taken into account as well.

The product/market strategy coordinates all efforts of the organization to get and keep customers, concentrates the organization's efforts on specific markets, and communicates to all involved what must be done to get and keep customers. The heart of the strategy is the target market and positioning. (Sexton, 2006, 25)

Organizations of any size need a marketing strategy. In fact, small organizations especially need a strategy since they may need to concentrate whatever resources they have against larger opponents. (Sexton, 2006, 14)

According to Pietiläinen (2007, 104); the strategic decision making is part of daily work in service organizations. Experiences in customer relations, communication with the network of contacts and other events that attach to the daily business steer the strategic decision making of the small enterprise. Therefore creating a strict marketing plan does not serve the company in a way that it would serve for example global enterprises, where decision making process is much larger and changes are happening slowly. This is also advantage of a smaller enterprise, when the situation requires fast changes; the small enterprise is able to do it at the same moment, when in big enterprise it takes lot more time and the small company will have competitive edge on that.

### **3.4 Marketing Plan**

Marketing plans summarize the strategy and all the programs that are designed to achieve the company's objectives. It describes the outcomes of all the analyses which have been done and all the decisions that have been made during the process of developing the marketing strategy. (Sexton, 2006, 289)

Many times people think that marketing can not help to reach immediate results and therefore they should not be investing to it right not. However, augmenting the reputation and clientele may take years, but it is possible to get immediate results and the company should also focus on tactics that will cause results immediately. (Parantainen, 2005, 114-115)

There are many examples in books and online, which give guidelines how to write marketing plan. Next is an example of a marketing plan and about the sections, which are recommended to have included:

- Overview or Summary – no longer than one page, the summary should briefly describe your business and the major points of your plan (it should be written last)
- Situation analysis – a detailed and brutally honest assessment of your market, your competitors, and the opportunities and challenges for your business
- Marketing strategy – your specific business revenue goals, as well as a strategy for tackling the market opportunities you identified in the situation analysis
- Marketing tactics – your action plan for executing on the strategy you outlined in the previous section
- Marketing budget and timeline – the projected costs and timeline related to your marketing tactics.

(Startupnation, 2009)

The above structure of a marketing plan is somewhat simple and easy to use and those sections can be adjusted to fit different businesses and in custom, which serves best the company in question.

### **3.5 Marketing Research**

Marketing research is the eyes and ears of marketing. Many marketing failures can be traced to not understanding customers, not understanding competitors, or not understanding trends in the competitive environment. Marketing research can be highly sophisticated and cost a lot of money. However, it is possible to learn a lot from much more modest techniques. Simply talking to the customers can provide a very high payoff in terms of knowledge about their needs, about what competitors might be doing, and about what trends in the environment might cause the customers to change their behaviour. (Sexton, 2006, 266)

According to Parantainen (2005, 102-106), entrepreneurs make market researches to buy themselves some extra time, sometimes even many months, because they tend to think that they do not know enough about their customers and therefore can not start their marketing. Market research seems to be a patent solution to that so common issue. To the empiric part, there has to be a student who is preparing his or her final thesis and the results should be tossed and turned many times with Excel during several weeks. With the help of the thesis, the entrepreneur will get new information as much as if he or she would have made few calls to his or her clients and asked. The market research would have been ready in half an hour instead of three months.

Also, respondents tend to give answers which they think that are, for example, socially accepted. To give an example, many people do not confess ordering the Finnish tabloid magazine, *7 päivää*. Anyhow, according to the research of Taloustutkimus, it had 934 000 readers during 2004-2005. That result authorizes the first position within the family and generic journals.

Gummesson (1998, 120) has similar opinions; Marketing materials give the impression that market researches and especially when using quantitative and statistical methods in them, will give first class information about the customer and the impacts of marketing actions. There does not seem to be any reason about being nearby to the customer. Interaction with the client is the most important separate source of marketing expertise and requirement of market research is a failure. Gummesson (1998, 120-121) explains his opinions by telling how the top management and marketing managers have very often so few contacts with the customers and with the customer service personnel's, that they have no idea what their customers or competitors are thinking. They usually need to ask help from their customers and ask others to make historical reviews to them and present those to them in reports. History – usually the history of previous year – is used then on basis when making decisions according to future.

There are also positive sides about marketing researches. Everything can not be experienced, because customers and the information about them are sometimes both physically and psychologically unreachable. Therefore market researches and using accepted research methods supplement the information, which is facile gained from the customer relations, through interactivity and agitation. Those will not be, anyhow, the primary source of marketing information. (Gummesson, 1998, 121)

When conducting marketing research or even just looking at the results of a

study, it is needed to understand the strengths and weaknesses of how the information is collected and how it is analyzed and presented. Those strengths and weaknesses may affect to the interpretation of the results and about their usability to the company that is trying to utilize them. (Sexton, 2006, 266) It is useless to believe blindly to the surveys, because customers tend to answer to those whatever. Finally those ideas have to be tested in practice. The wrong guess is also called by name “the risk of entrepreneurship”. (Parantainen, 2008, 230)

The biggest problem in theories of marketing research is their inability to explain variability. None of the marketers is able to know before, if the advertisement will work or if the product will be a success. That is why the whole hassle feels like gambling. The variability is explained by the worldview which comes along with the consumers. It turns out that that we (people) do not want same things! Each and every one of us has their own biases and values and views and the worldview is affected by the parents, school, habitat and experiences. (Godin, 2008, 34)

Certainly, marketing researches offer possibilities to the companies. Anyhow, the companies should be very careful with those researches. They should be thinking about the necessity of conducting a research; is there really a need for it and could it really give some information which could not be found out in other, simpler, way. And in addition, to ask themselves if there is enough time to conduct the research the way that it will produce reliable results. Or even, would it be worthwhile to hire some other company with some significant experience on the field, in order not to waste anyone’s time or to conduct research that will not serve anyone ever. The least reason for conducting the marketing research should be “because others are doing it as well”.

## 4 Competition and Relations

### 4.1 Competitors

A competitor is any organization that can satisfy the same needs than the particular company – either now or in the future. For example, American Express Business card was the market leader in the United Kingdom and Visa launched a campaign there. Instead of targeting its campaign against American Express, which would have been its most obvious competitor, it considered its target competitor for small businesses to be cash and checks. (Sexton, 2006, 50) According to that, the business owner should really spend time to analyze what are the company's competitors, not only in the same business, but also in other businesses, who are satisfying the same needs.

When developing marketing strategy, the company should be clear which ones are the companies target competitors – the ones who would be expected to win the business. *There is no reason to take on everyone.* The chosen target competitors will influence the company's targeting and positioning decisions. And to keep in mind, the company in question may have already been chosen by its competitors as well. (Sexton, 2006, 48)

Parantainen (2005, 269) gives good and simple ideas to the companies about how to get to know the competitors. There are various sources; by examining their competitors' websites, going to see their products/services (if possible), asking the opinion of their client, ordering their circular or newsletter, getting their financial statement and background information of their key personnel, by following their marketing, nominations, releases and job advertisements. At a first glance, this may seem easy to do, but it will require

work and patience.

## **4.2 Customers**

According to Sexton (2006, 31); the customer is anyone involved in the purchase decision. In most instances, several people may be involved in the purchase decision. Effective sales representatives are very good at discovering who will be involved in the purchase decision. He may not be able to or need to call on everyone involved in the purchase decision, but he must decide where to allocate his selling time to maximize the chance of obtaining the sale.

Understanding customers is the heart of marketing. All the major failures in the history of marketing can be traced to a lack of knowledge about customers' need and wants. If you do not know the needs and wants of your customer, how can you possibly satisfy them? (Sexton, 2006, 26) Telling only the features of the product or service does not assure the customer. The customer is usually more interested about the benefits that the product or service will offer him. (Parantainen, 2005, 110)

According to Parantainen (2005, 76) if a company tries to reach everyone with its mass-marketing, it will soon have no target group at all, because when it tries not to irritate, bug or balk anyone in its advertisement, it will become vague and flat. No one seems to pay attention to these advertisements. Therefore it is better to have a specific target group instead of trying to send "whatever message" to "whomever" and reach nothing.

According to the salesmen's favourite dictum; "Real sales work is not sell-

ing, but customer procurement.” (Gummesson, 1998, 60) Also, as Parantainen (2005, 118) says; Too shy marketer is as useful as dead marketer. Therefore good marketing skills and brave attitude are definitely helpful in sales.

### **4.3 *Getting and Keeping Customers***

According to Gummesson (1998, 60); some of the marketers say that it is five times more expensive to get new client than maintain the old customer. Therefore, would it be good to know how to maintain good relationships to the customers and keep them, instead of trying to find out new customers all the time and pouring big amounts of money into something that may not even come.

Gummesson (1998, 60) has given some good ideas how to keep customer and why they would stay with the company. “If you treat the customer well, they will come back to you because they like you. If they like you, they spend more money. If they spend more money, you want to treat them better. If you treat them better, they will return to you over and over again and the prosperous spiral will start again.” Therefore, it is important not only to try to get new customers, but really focus on the ones company has at the moment.



#### **4.4 *Networking and Relationships***

Network types of relationships are the secret of success in many fields, where short, hectic employments are more usual than long-term commitment to the same organization. (Goleman, 2006, 242) Relationship marketing means that marketing is considered as relations, networks and interaction. (Gummesson, 1998, 21) It differs from traditional marketing, because it does not have focus in the product or service or on advertisements.

Relationship marketing has also gotten influences from Quality management (TQM, Total Quality Management), which impacts increasingly on marketing praxis. Quality management has given a stimulus to the concept of quality of relationship, whereby the quality of relations is as important and the quality of goods or services. (Gummesson, 1998, 29)

Relationships play big role in all of the businesses. The ones, who have realized that, have tried to build themselves well-covering networks, both personal and professional. Having vital networks requires participation in various happenings and it is also a way to stay visible and in minds of people.

#### **4.5 *Professional Networking Online***

The networking does not happen anymore only face-to-face; it has also migrated to the Internet. There are several online communities which are utilized by business people. Some of the most popular ones are LinkedIn and Facebook (Marketing Charts, 2007-2009). LinkedIn is mainly used for professional networking. The professional networking online happens also in

Facebook is for all relations. The distinction between business people and friends are blurring as all relations are melting into each other and becoming the sum of both. Friends may be business contacts and vice versa.

Just a few years ago the address was the only contact people had about each other. Even today having a direct phone number or even an email address of a business people, talking about companies and the leaders, is still rare in some extent. It is not easy to get direct contacts to the CEOs and to other significant business people. Therefore having online communities, like earlier mentioned, has been a huge step to easier communication. It also decreases the gap between people and people get easier to be approached.

#### **4.6 The Importance of Reputation**

When someone has a bad reputation, every one of us understands that things have not gone in the best possible way. When a company or an organization again has a good reputation, it is trusted and it is something that people would like to co-operate with. Good reputation is like a magnet, it attracts customers, investors, affiliates and good employees. (Heinonen, 2006, 9)

In informal life as also in business life reputation is something that is very important player. Good reputation according to the group of leaders means, that the company *keeps promises and that it has real customer oriented approach*. (Heinonen, 2006, 47)

When talking about reputation, the interest is usually directed to the outer stakeholders of the organization. Basis on reputation, the most important organization's stakeholder group is its personnel. First of all, the personnel

want to create good life to themselves via their courier and be in harmony with the value-base of the organization. For example, it may be difficult for pacifist to work in a company which manufactures weapons, especially if he does not believe that weapons are only used for defence. (Aula, 2005, 109)

The founder of global hotel chain Marriott, Mr. J. Willard Marriott, believed that “if you take care of your personnel, they will take good care of your customers” (Manner, 1999, 9) and then the customers will keep coming back again and again. Still in these days, the Marriott hotels try to keep up with this good legacy of the founder. (Marriott, 2008) Maybe the CEO of Stockmann, Mr. Hannu Penttilä, has heard this advice or story as well, because he tells in the book *Mainejohdaja* that; “When customer sees that he is genuinely cared about, he will return again and again”. (Heinonen, 2006, 43) This is about the same thing. The both should be treated well; the employees and the customers and it could then lead the company to the better results in many aspects.

According to Warren Buffet; “It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.” (Heinonen, 2006, 13) Building a good reputation has been achieved at the Marriott Hotels and it would be possible for other companies as well, bigger or smaller.

#### **4.7 Strategy and Reputation**

The good reputation of good company is a valuable resource. As any resource, it is possible to loose it or grow it. Running good reputation is basically simple; it is enough that the organization’s stakeholders feels that the

company does its job well. A good mason is known as a good mason because of his work and in this society of stories, the stories of job-well-done will be heard by those potential customers. So one of the requirements of a good reputation is that job is well-done in the organization. (Aula, 2005, 169) This is true especially in knowledge based services business. So not only the company owner or expert has to be a good seller, but he should also have a good reputation in order to be trusted and get hired.

According to the CEO of Technopolis, Mr. Pertti Huuskonen; it is quite difficult to build up a good reputation if the company's strategy is messy. The strategy needs to be simple enough, and implementation of it persistent. There should not be fantasies about fast instant payoff. (Heinonen, 2006, 99)

According to Heinonen (2006, 63); There is something mutual to the companies that have the best reputation in Finland. Two of the companies that have the best reputation in Finland are Marimekko and Ponsse. The uniting causes in Marimekko and Ponsse are individual and human faceted leading and strong atmosphere of "*doing together*".

According to Professor Grahame Dowling; good reputation brings strategic and financial benefit to the company, because:

- it decelerate competitors access to the market by making it difficult to launch competing products and services
- It gives strong message to the customer about the good quality of company's products and services and that way allows premium pricing
- it allures the best people to the company, which secures the quality of operation
- It helps the company in equity market, because reputation creates

trust and liability.

(Heinonen, 2006, 39)

Therefore, the companies should really pay attention to their reputation and remember that not only it is nice to have a good reputation, but it is also valuable.

## 5 A New Direction

### 5.1 *Guerrilla Marketing*

The most important characteristic of guerrilla marketer is that he uses more his intelligence than money. Guerrilla marketing means unusual marketing methods, which produce good results with very small inputs. (Parantainen, 2005, 11) So, it is marketing without a large budget. Guerrilla marketing strategy must concentrate on the company's efforts on a specific target market. Without a clear market, smaller businesses do not concentrate their efforts on specific markets. They may end up spreading their resources too thin. Instead of focusing on target customers and building loyalty among them, they obtain occasional purchases from customers who knew them only slightly and have no reason to return. (Sexton, 2006, 241)

Guerrilla marketing differs from traditional ways; one of the differentiating matters is that, traditional marketers try to find ways to beat and destroy their competitors, when guerrilla marketer tries to find opportunities to co-operate with its competitors. Guerrilla marketer will always work for its customer's benefit, even though it would cause himself short-term loss. (Parantainen, 2005, 16-17)

Guerrilla marketing is opposite to the style, where business leaders use Clausewitz's instructions and theory about how making business is as being in war. Clausewitz's theory is to make enemy, in this case competitor, unprotected. (Clausewitz, 1988, 25) Using the guerrilla marketing methods fits then definitely better to the companies, which are doing their business in more humane way.

The difference between traditional marketer and guerrilla marketer is, that traditional marketer counts how many deals he has made, when guerrilla marketer focuses on counting how many relationships he has created (Parantainen, 2005, 17). Also, the customer of guerrilla marketer is always a person, never a company or an organization. (Parantainen, 2005, 15)

Guerrilla marketing is used not only to advertise companies, but also in political campaigns. The author has experience from guerrilla marketing in political campaign from the Parliamentary Elections 2007 when she was the marketing assistant of the candidate. Unfortunately in the last elections (2007) for Finnish Parliament, there were not many persons who would have gotten in without making great financial investments. Therefore, even if the guerrilla marketing tactics were used, there was a certain amount of money that the candidate (and/or his or her supporters) had to invest, before there was any chance to pass. (Uusi Suomi, 2009)

Guerrilla marketing is very interesting way of marketing. The marketer really needs to put his mind to work creating something unique and special in order to be recognized in the targeted audience. Not to mention, that it would be perfect to the companies which do not have huge marketing budgets. It should also be recommended to people and to the companies which are creative and possess good imagination and are innovative.

## **5.2 *The Blue Ocean Strategy***

According to Kim (2005, 24); the only way to overpass competitor is to stop trying to crush them. According to his theory, the cosmos of all the market-

ing is consist of two kinds of oceans: red and blue. Red oceans represent all already occurring businesses. Those are well-known markets. Blue oceans mean all those businesses that do not even exist yet, the unknown markets.

The boundaries are limited and accepted in red oceans and the rules of the game are declared. Companies try to surpass their competitors and gather themselves then again bigger part of the demand. When markets congest, the revenue and growing possibilities decrease. The products become everyday and blood dyes the ocean red. The characteristics of blue oceans instead are untapped market space, induction of new demand and the possibility of extremely profitable growth. (Kim, 2005, 24-25)

Different businesses changes and develop all the time. When thinking thirty years back, most of the billiards businesses that are familiar now were unknown or did not even exist. (Kim, 2005, 26) To mention few; mobile phones, Internet, digital cameras and so on. Therefore, the future will be also including same kind of inventions too and some of us have to be the ones creating them.

Both of these earlier mentioned; guerrilla marketing and the Blue Ocean strategy include the idea that there is no need for trying to beat or destroy the competitor, but even more, there should be attempts to create something new and unique.



## **6 Internet Marketing**

### **6.1 Marketing Today**

According to Meerman-Scott (2007, 8); the old rules of marketing were following; marketing simply meant advertising (and branding), marketing needed to appeal the masses, advertising relied on interrupting people to get them to pay attention to a message, advertising was one-way: company to consumer, advertising was exclusively about selling products and it was based on campaigns that had a limited life, just to mention few.

Today, however, marketing means lot more. It is not only about the advertising, it is about relationships, it is about reputation and in a large scale, it is about Internet. The companies and sales force are utilizing all the strangest sounding alternatives, for example blogs, to get publicity and information to the audience.

Even the US President Mr. Barack Obama knew how to utilize internet and viral media in his campaign and got advantage of it. It has even been said of being a key to his success and victory. (MTV3, 2009)

### **6.2 Blogs**

Blogs are now a mainstream marketing vehicle for organizations to get their ideas into the marketplace. A good blog written by someone within a large or small company, a nonprofit, a church, or a political campaign commands attention. (Meerman Scott, 2007, 201) Also individuals are sharing their sto-

ries online. By that, products, clothes or companies get free online promotion and visibility.

There are also examples about bloggers who earn money with their blogs. Usually companies advertise on the sites of bloggers who they find interesting and give them large commissions, products, clothes or money. (Helsingin Sanomat, 2009)

Getting the organization visible on blogs is an increasingly important way not only to reach their buyers, but also to reach the mainstream media that cover the industry where the company operates, because reporters and editors read blogs for story ideas. (Meerman Scott, 2007, 196) If goals for the blog are external and the company is trying to increase the trust and visibility of the company, a thought-leadership oriented blog can be ideal. (Wright, 2007, 73)

Before beginning to write own blog, Meerman Scott (2007, 201) recommends companies to monitor blogs in their own market space and step into the blogosphere by commenting on a few blogs before writing an own.

### **6.3 The Website**

A website can help the company to accomplish many different types of marketing and communication objectives, including:

- Outbound activities that:
  - Build awareness of the company's brand.
  - Convey knowledge by providing information on the company's products or services.

- Increase liking or preference for the company's products or services.
- Encourage conviction to purchase by promoting the company's products or services.
- Inbound activities that:
  - Enable transactions.
  - Manage transactions.
  - Gather information.

(Sexton, 2006, 219)

The companies should be aware that not only does their website serve as an informative source; they can also be a source of information for the company when it is utilized at its best.

#### **6.4 The Effective Website**

According to Sexton (2006, 221-222); the effective website:

- Is easy to find
- Downloads quickly
- Is inviting
- Provides comprehensive content
- Has the right tone
- Is engaging (“sticky”)
- Create buss (“be viral”)
- Is easy to navigate
- Is personal
- Supports the company's product or service marketing strategy

Parantainen (2005, 293) encourages companies to finalize their website to the condition that it is actually selling something. Otherwise the company is in a way attracting customers to the store which shelves are screaming for emptiness. However, the website has to be marketed and advertised as any other new product or service – unless the goal is the immediate death of the service, right after the launch. (Hakukonemarkkinointia.fi, 2002-2009)

Well-planned and implemented online marketing is cost-efficient, fast and at its best, the most focused tool comparing to the traditional marketing. The marketing via Internet supports and optimizes the traditional activities of the companies for example in following matters;

- The international and domestic contacts
- The decrease in marketing expenses
- Material that is always up-to-date
- Cost-efficiency
- Efficient customer feedback
- Creating and strengthening the company image
- Decreasing the contact
- Possibility to present the product or service intensively
- Fast briefing

(Hakukonemarkkinointia.fi, 2002-2009)

Especially, the ability to update the website and its information rapidly is definitely a good asset. The company can adjust to changes and can change the direction of its marketing, if necessary.

## **6.5 Online Stores**

According to Meerman Scott (2007, 20); the most effective Web strategies anticipate needs and provide content to meet them, even before people know to ask. Giving an example, when buying a book Amazon.com (out of the many), the website offers information about “customers who bought this item also bought...” Therefore, if the company then could create something like that to create “added value” to the visit, that could have some impact on the popularity and usage of the website.

## **6.6 Viral Marketing and Online Campaigns**

Viral marketing or word-of-mouth marketing is a marketing phenomenon that facilitates and encourages people to pass along a marketing message. (MarketingTerms.Com, 2007)

Viral marketing – having others tell your story for you – is one of the most exciting and powerful ways to reach your audiences. It is not easy to harness the power, but with careful preparation when you are sitting on news and with clever ideas for what has the potential to create interest, any organization has the power to become famous on the Web. (Meerman Scott, 2007, 100)

One good example of going viral is the Virgin Mary grilled cheese sandwich. (Meerman Scott, 2007, 96) It is a story of 10 years old grilled cheese sandwich with the image of Virgin Mary on it and about how the sandwich was sold in a huge price in eBay to the certain casino. This story is something that many of us certainly remember, not to mention how the casino got

publicity all around the world. The news of it was spread all over the world in a very short period of time and the story was read from magazines also in Finland. For some reason, all those weirdest stories seem to catch the attention of the media.

A co-student of the author has experience of a viral marketing campaign experiment via blogs while being an intern. The company owner wanted to get some publicity for his company and got an idea that his intern should go and advertise the company in somewhat suspicious way. The intern had to pretend being the company's satisfied customer and visit many sites and blogs in the same industry and praise the company on the sites and blogs. The idea was working out until the owner himself, as well, started to participate to those discussion, with maybe little bit over too praising way and this whole "scam" got revealed to the bloggers. (Maiwald, 2009) Unfortunately, this attempt did not work out as well as planned. It definitely included a risk within itself and especially when "the story" was not based on reality. If some real client would have been spreading the story, and maybe have some special characteristics to tell about the service, maybe the story and results would have been different.

According to the MoveOn document about Obama and his campaign (MTV3, 2009); "If you can reach half a million people free – Anything is possible"

## 7 Research Analysis

According to this research, marketing includes much more than 4P's, especially in industry of knowledge based business services. The marketing is not one-way directed. It is about people and it is about relationships. Neither is it a relation between the company owner or manager and the employee or between employee and customer. It includes much more relations.

The importance of networks and good reputation can not be emphasized too much. Especially in small businesses, they seem to have the key role. Even though the term viral marketing is relatively new and the importance of reputation is something that has not been valued too much earlier, we can see that something like that has been happening already before. The example of Marriott hotel chain shows that. The earlier work of the author has been made 1999 and already then and for years before, since when J. Willard Marriott founded his first business 1927 (which started off as a nine-seat A&W root beer stand) (Manner, 1999, 2) the word-of-mouth has been in use, how else could have this story been spread out so widely? It shows that the impact of satisfied and well-treated employee or customer is large to the businesses and that should never be underestimated.

Conducting marketing researches seem to be a trend, both in business and in universities. However, there seem to be very rare researches which can actually provide new or accurate information. Not only because the research has been conducted incorrectly, but rather because of the human mind and tendency to answer how people imagine would be most appropriate (e.g. the research of 7 Päivää magazine).

According to the data of this research, remarkable part of the power is shifting back from corporations to the individuals who are creative and interested

doing things differently and more humanly as shown in Blue Ocean Strategy. After many decades having a mindset of business being warfare, the companies are getting back to the old style, where innovations, relationships and reputation played role. And the companies start to understand that only way to win is stop trying to destroy their (“enemy”) competitor.

Guerrilla marketing gives guidelines to that kind of style, but focusing more on marketing. The company should rather co-operate with its competitor or even recommend some other company to its customer and even cause themselves a short term loss, instead of trying to keep the customers – who they would not be able to serve the best – at any price. The long term results then will be different, as everything is done with the focus on customer’s benefit.

The Internet has changed marketing procedures in a great sense. There seem to be endless ways to utilize it and it offers large amount of possibilities. Basically, anyone who has access to the Internet has keys to make a difference in marketing and sales, whether it is about small or bigger companies or organizations. Viral campaigns and bloggers are both getting visibility to themselves and/or making money either to themselves or to their companies. There are great examples of how fascinating stories can get people to share the story and get it published and spread all over. The challenge though in business and in marketing is to really find the greatest stories.

Some of the results definitely mirror the mindset, idealism and worldview of the author. Every one of us surely picks those ideas from the materials, which we can consider as closest to our own truth.



## 8 Summary and Conclusions

The main goal of this thesis was to improve strategic marketing of the company Big Agenda Coaching. The other goals were to examine the marketing in small businesses and have a look on both today's marketing and marketing online and to get ideas how to utilize the company's website more efficiently.

During the thesis writing, some of the things that are widely approved were questioned. There are many marketing theories that are commonly accepted, but so few of us dare to questionize them. However, some of them like utilization of 4P's in all marketing and the importance of marketing researches were questioned and substituted with newer and more relevant theories. Also the theory about business being as warfare was questioned and substituted with the other, more humane theories. The chapter about the internet marketing introduced some of the well adopted customs to do marketing online, including the blogs and viral campaigning.

About the thesis work itself; the education gives us, students', good base on some of the accepted theories in marketing and business field. However, sometimes those theories learned at the business schools or at the universities can be outdated. The system does not allow teachers to get to know all the variety of theories and newest ideas. In my opinion, during the studies humanity was not involved to the theoretical teaching part very well or even to say, at all. Theories, like Clausewitz's', was emphasized. Anyhow, there are theories from other ankle as well and the author herself at least, would like to hear from the other possibilities as well. The suggestion to the TAMK (University of Applied Sciences) based on this research and my experience would then be that, would it be possible to also have more lectures about the

experiences of doing business differently?

There are always challenges in thesis work and the greatest challenges for the author were in the beginning, when realizing that the original idea is not going to work and also at the end, when trying to squeeze everything together in a way that it would serve others as well. Noticing that when the topic is something the author can be excited about, the work itself gets easier and there will be moments of excitement and insights. Also during the thesis work it is possible to deepen the own knowledge about the chosen topic and it will serve its purpose later on, when finally working.

This work kept me thinking the subject almost 24/7 and I even saw dreams about it. It also widened my thinking about marketing and strategies and assured me about the importance of humanity in strategic decisions making, even though how challenging and contradictory it can be.

I have noticed that I have learned a lot, during the studies and thesis work but also during my exchange in Tallinn University of Technology and during my internship at Big Agenda Coaching. That is something what I am very grateful about!

This work lead me to think that if I will continue my research work in the future, the interest would be in deepening the knowledge about strategies and marketing and examine more the importance of the relation between the company owner and employees.

## 9 Suggestions for the Company

### 9.1 Overall Business

Although the company, Big Agenda Coaching, is doing well with in the business, there are some suggestions on the behalf of the author, which she thinks should be taken into consideration when making decisions and also which she hopes will be useful in the future.

- One of the most important suggestions for the company is that the company should not in any circumstances rely on one big customer (if possible), even if it would be beneficial, because:
  - There is no guarantee that the customer will pay its bills or do not go bankrupt, before the relationship is over and all the bills are paid (the old saying; do not put all of your eggs in one basket).
- The best customer does not always mean the wealthiest, biggest or most well known customer. Some of the most suitable customers for Big Agenda Coaching as well are small or medium size companies, which are wealthy enough to buy the service and interested in improving their functions. The circulation of money can be faster than in the bigger ones and the SME business owners probably have more interaction with each others and they can recommend the company to each others.
- The company should differentiate itself from other companies and offer something little bit different, for example:
  - “More humane”
  - “With international experience” (that is an asset!)
- New target group – Universities and other educational institutes

- Teachers need coaching as well; the quality of teaching can not increase all the time and without teachers getting some guidance too. The amount of information about newest theories and methods is so wide, that without encouragement and strategy, teachers can not stay up-to-date.
- According to the experience that the author has, company has good reputation already and people easily recommend it, if needed. Anyhow, the main issue now is how would it be possible to utilized and how could it be spread all around within the people, who would be possible buyers buy using viral – word-of-mouth - technique? Anyhow, as always the coin has its both sides.
  - Going viral could be started from creating the company (or the coaching business) a group or a fan club in Facebook.

## **9.2 The Website**

The company's website is very informative and includes much different functionality at the moment. It includes not only information, but also it has the CEO Blog, link for events, recommended reading page in the form of an online bookstore. There is also a photo gallery, including various pictures of events and about coaching occasion.

There are some ideas of how to utilize the website more efficiently:

- The blog should be updated regularly; the people do not follow it, if they have no idea when the next story is going to be published. So, how about writing a blog, even a short one at least once a month?
  - One of the good examples of blog, although not from the same industry, is the Janeblog. It is the blog of writer Jane Porter. The blog is updated at least once a week and usually

even more often and people respond to the questions and comment. The competitions also encourage people to comment and participate. (Jane Porter, 2009)

- Creating (Big Agenda) coaching fan club or something similar to get people engaged and involved or starting Big Agenda's own e-newsletter via email. There could be an offer about the e-newsletter on the website and people could get a note when newest blog has been published.
- The site is still missing clear selling section. As the thesis says, the message what the company is selling should be very clear on the website and the customer should be able to get hooked already on the website (Has to think what the company WANTS the customer to do – BUY)
- The blog – “Ask Kristiina”, would it be more interactive?
  - People could ask coaching related questions and the company could get some ideas as well. Both parties would benefit from that and people then would be able to recommend each others to visit the site.
- Recommend this website (or blog) – button
  - In order to get people recommending the website and get more visits
- As the website includes the Amazon bookstore, Resources link should not include articles as well.

The company should try to find ways to utilize its good reputation and customers, by for example creating a fan club to get people engaged. The website again, should be improved that it attracts people, get them to buy books, ask an offer or to meet the company representative. Again, having a look to the competitors website could give the company new ideas as well.

## References

Aula, Pekka (2005). *Hyvä yritys – Strateginen maineenhallinta*. WSOY, Juva.

Big Agenda Coaching (2009). *The official company website*. [www.bigagendacoaching.com](http://www.bigagendacoaching.com)

Clausewitz, Carl (1988). *Ajatuksia sodasta ja johtamisesta*. KR-Kirjat Oy, Espoo.

Godin, Seth (2008). *Kaikki markkinoijat ovat valehtelijoita*. Gummerus Kirjapaino Oy, Jyväskylä.

Goleman, Daniel (2006). *Tunneäly työelämässä*. Otavan Kirjapaino Oy, Keuruu.

Grönroos, Christian (2001). *Palvelut ja asiakassuhteet*. Kauppakaari Oyj, Vantaa.

Gummesson, Evert (1998). *Suhdemarkkinointi – 4P:stä 30R:ään*. Gummerus Kirjapaino Oy, Jyväskylä.

Hakukonemarkkinointia.fi (2002-2009). *Internet markkinointi, lyhyt oppimäärä*. Retrieved April 6, 2009 from <http://www.hakukonemarkkinointia.fi/blogi/internet-markkinointi-lyhyt-oppimaara.php>

Heinonen, Jouni (2006). *Mainejohtaja*. WSOY, Jyväskylä.

Helsingin Sanomat (2009). *17-vuotias ruotsalaistyttö tienaa blogillaan kymmeniä tuhansia kuussa*. Retrieved April 1, 2009 from <http://www.hs.fi/ulkomaat/artikkeli/17-vuotias+ruotsalaistytt%C3%B6+tienaa+blogillaan+kymmeni%C3%A4+tuhansia+kuussa/1135243367995>

Hiebing, Roman (2003). *The Successful Marketing Plan*. McGraw-Hill, New York.

Hiukka, Kristiina; Keso, Heidi & Pietiläinen Tarja (2009) *Inhimillistä bisnestä audio*. Retrieved March 23, 2009 from [http://193.64.220.176/multimedia/radio/LWC\\_ro/index.html](http://193.64.220.176/multimedia/radio/LWC_ro/index.html)

Hiukka, Kristiina; Keso, Heidi & Pietiläinen, Tarja (2009) *Menestys on meissä itsessämme - audio* Retrieved March 23, 2009 from [http://193.64.220.176/multimedia/hyvät\\_kaytannot/LWC\\_mm/index.html](http://193.64.220.176/multimedia/hyvät_kaytannot/LWC_mm/index.html)

Jane Porter (2009). *Janeblog*. Retrieved April 2, 2009 from <http://www.janeporter.com/janeblog/>

Kim, W Chang (2005). *Sinisen meren strategia*. Gummerus Kirjapaino Oy, Jyväskylä.

Manner (Ojansivu), Juudit (1999). *Liikeideoiltaan erilaisten hotelliketjujen markkinointistrategiat*. Porin palveluopisto, Pori.

Marketing Charts (2007-2009). *Biz Professionals into Online Social Networking*. Retrieved April 8, 2009 from <http://www.marketingcharts.com/interactive/biz-professionals-into-online-social-networking-524/>

MarketingTerms.Com (2007). *Viral Marketing*. Retrieved 29.1.2009 from [www.marketingterms.com/dictionary/viral\\_marketing/](http://www.marketingterms.com/dictionary/viral_marketing/)

Markkinointi & Mainonta (2008). *Maaailman menestyneimmät mainostempaukset*. Retrieved March 30, 2009 from [http://www.marmai.fi/uutiset/article115363.ece?s=r&wtm=Markkinointi\\_Mainonta/-11072008](http://www.marmai.fi/uutiset/article115363.ece?s=r&wtm=Markkinointi_Mainonta/-11072008)

Marriott (2008). *Dad Always Said, Take Care of Your Employees*. Retrieved April 2, 2009 from <http://www.blogs.marriott.com/default.asp?item=2303160>

Meerman Scott, David (2007). *The New Rules of Marketing & PR*. John Wiley & Sons. New Jersey.

MSNBC (2004). *Virgin Mary Grilled Cheese*. Retrieved March 30, 2009 from <http://www.msnbc.msn.com/id/6511148/>

MTV3 (2009) *MTV3.doc Move On! Obaman voiton avaimet*. Presented, Jan 24, 2009.

Parantainen, Jari (2008). *Pölli tästä – 101 rusinaa bisnespullasta*. Talentum Media Oy, Helsinki.

Parantainen, Jari (2005). *Sissimarkkinointi*. Talentum Media Oy, Helsinki.

Pietiläinen, Tarja (2007). *Tiedon Kauppiat – Asiantuntijat yrittäjinä*. WSOY, Helsinki.

Sexton, Don (2006). *Trump University – Marketing 101*. John Wiley & Sons, New Jersey.

Sipilä, Jorma (1999). *Asiantuntijapalvelujen markkinointi*. WSOY, Porvoo.

Sissimarkkinointi (2009). *The website about guerrilla marketing*. Retrieved March 25, 2009 from <http://sissimarkkinointi.fi/>

Sport England (2007). *What is 'Coaching'?* Retrieved March 20, 2009 from [www.sportengland.org/hand-out-22-what-is-coaching.pdf](http://www.sportengland.org/hand-out-22-what-is-coaching.pdf)

Startupnation (2009). *Develop a Strategic Marketing Plan*. Retrieved March 28, 2009 from



<http://www.startupnation.com/articles/1263/1/strategic-marketing-plan.asp>

Suomen Coaching-yhdistys (2009) *Official association website*. Retrieved March 6, 2009 from [www.coaching-yhdistys.com](http://www.coaching-yhdistys.com)

Työsuojelurahasto (2009). Tutkimus tutuksi – event on March 6, 2009. *Erimielisyyksistä luottamukseen - Coaching asiantuntijaorganisaatiossa*. Speakers Hiukka, Kristiina; Keso, Heidi and Pietiläinen, Tarja.

Uusi Suomi (2009) *Kansanedustajan paikan uusi hintalappu: 37 900 euroa*. Retrieved April 15, 2009 from <http://www.uusisuomi.fi/kotimaa/48138-kansanedustajan-paikan-uusi-hintalappu-37-900-euroa>

Wikipedia (2009). *Facebook*. Retrieved April 2, 2009 from <http://en.wikipedia.org/wiki/Facebook>

Wikipedia (2009). *LinkedIn*. Retrieved April 2, 2009 from <http://en.wikipedia.org/wiki/LinkedIn>

Wright, Jeremy (2006). *Blog Marketing*. The McGraw-Hill Companies, New York.

## **Interview**

Maiwald, Corina. Former co-student in TAMK University of Applied Sciences. Interview conducted March 30, 2009.