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Marketing communication plan for Barbershop Nina Jussinoja

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MARKETING COMMUNICATION PLAN FOR BARBERSHOP NINA JUSSINOJA

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The topic of the thesis was to study marketing communication planning and online marketing. The study was conducted for Barbershop Nina Jussinoja. Barbershop Nina Jussinoja is a barbershop in the center of Rauma. The business idea of the shop is to offer haircuts and beard trimming without taking appointments. The barbershop didn't have any marketing communication activities or planning before the process of this thesis began.

In order to create a marketing communication plan, theory of marketing planning process was studied. The theory and the empirical part were both constructed around Timo Rope's model of marketing planning process. The first special challenge, online marketing, focused on social media and websites and how to conduct marketing in them. The second special challenge was services marketing. The nature of services was explained and multicultural customers were taken into consideration when the online channels for marketing communication were created.

The purpose of the thesis was to create a concrete marketing communication plan, which included new websites, Facebook pages and an advertisement for Barbershop Nina Jussinoja. These new marketing communication channels were intended to be integrated with the interior style of the shop and its showcase. The purpose of these new channels was to increase the shop's visibility and modernize its marketing communication activities.

This research followed qualitative approach and the method applied was action research. Data gathering methods were observation and survey. The main emphasis was on the action research and observation method. The observation was conducted at the barbershop when I was an employee there. The survey was handed out to shop's customers in October 2015. The result of the survey was that Twitter was left out of the marketing communication plan. The final marketing communication plan for Barbershop Nina Jussinoja was created for six months' time period, beginning in December 2015 and ending in May 2016.

MARKKINOINTIVIESTINTÄSUUNNITELMA PARTURILIIKE NINA
JUSSINOJALLE

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Tämän opinnäytetyön aiheena oli tutkia markkinointiviestinnän suunnittelua ja markkinointia internetissä ja sosiaalisessa mediassa. Opinnäytetyö tehtiin Parturiliike Nina Jussinojalle. Parturiliike sijaitsee Rauman keskustassa. Liikeideana on tarjota hiustenleikkuita ja parranmuotoiluja asiakkaille ilman ajanvarausta. Parturiliike Nina Jussinoja ei ole panostanut markkinointiviestintään tai sen suunnitteluun aikaisemmin.

Jotta varsinainen markkinointiviestintäsuunnitelma oli mahdollista toteuttaa Parturiliike Nina Jussinojalle, markkinoinnin suunnitteluun liittyvää teoriaa tutkittiin. Opinnäytetyön teoriaosuus ja empiirinen osuus rakennettiin Timo Ropen markkinoinnin suunnittelun mallin ympärille. Teoriaosuudessa tutkittiin myös markkinointia internetissä kotisivujen, Facebookin ja Twitterin näkökulmasta. Palveluiden markkinointia tutkittiin ja ulkomaalaisten asiakkaiden huomioon ottamista pohdittiin, sekä asiakaspalvelutilanteessa että markkinointitoimissa.

Opinnäytetyön tarkoituksena oli muodostaa konkreettinen markkinointiviestintäsuunnitelma, mikä lopulta käsitti parturiliikkeen uudet kotisivut, Facebook sivut ja mainoksen, jota Parturiliike Nina Jussinoja voi tulevaisuudessa käyttää painetussa mediassa. Nämä uudet markkinointikanavat tuli olla tyyliltään yhtenevät liikkeen sisutuksen ja näyteikkunan kanssa. Näiden uusien kanavien luomisen tarkoituksena oli parantaa Parturiliike Nina Jussinojan näkyvyyttä markkinoilla ja modernisoida liikkeen markkinointiviestintää.

Tämä opinnäyte oli laadullinen tutkimus ja tutkimusmenetelmänä käytettiin toimintatutkimusta. Tiedonkeruumenetelminä käytettiin havainnointia ja kyselyä. Havainnointi tapahtui paikan päällä liikkeessä, kun olin siellä työntekijänä. Kysely jaettiin Parturiliike Nina Jussinojan asiakkaille lokakuussa 2015. Kyselyn tuloksena alunperin suunniteltu Twitter jätettiin pois markkinointiviestintäsuunnitelmasta. Lopullinen markkinointiviestintäsuunnitelma luotiin kuuden kuukauden aikajaksolle alkaen joulukuussa 2015 ja päättyen toukokuussa 2016.

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1 INTRODUCTION

Purpose of the study

The topic of my thesis is marketing communication planning for Barbershop Nina Jussinoja. My role in the shop has been a part-time employee since 2009. I began in the shop right when I had graduated from the hairdresser-school. I was a full-time employ until I began my studies in Satakunta University of Applied Sciences in 2010. Since then, I have been working mostly during summers.

I received the opportunity to write my thesis for the barbershop's entrepreneur, who wishes to enter the online marketing world. This project is done because the client does not have a clear plan for marketing, which results to that the marketing activities do not have a clear focus. In order to keep up the business in Rauma, Barberhop Nina Jussinoja needs a plan. The client wishes to enter the world of social media, especially Facebook and Twitter. The purpose of the project is to familiarize the company with marketing communication planning and online marketing, to modernize and integrate the marketing activities, to increase visibility and thus, to retain and acquire customers.

The end result of the project is a marketing communication plan with integrated websites, Facebook pages and Twitter account. By integrated is meant that the message that is provided to the target market is the same in all of these three, resulting to clear marketing and image. Furthermore, due to increased multiculturalism in Rauma I am going to explain how the client can take the international customers in to account in marketing activities and in customer service.

The company benefits from the thesis by receiving new knowledge on basics of marketing communication planning and a strategy for how to boost the business to be more profitable. The purpose is that the client learns during the process the importance of clear goals, planning of marketing communication and how to utilize the websites and social media in marketing purpose. Also I am going to benefit from writing this thesis. I am going to be able to combine my two interests in hair-and

beauty and marketing, and gain a more profound understanding in marketing communication planning and online marketing.

Barbershop Nina Jussinoja

The barbershop was originally established in 1963, afterwards having various owners. Nina Jussinoja bought the business in 1998 and has been running it since. First it was a one-woman business; later the owner has been employing two full-time employees and one part-time employee. The business was run in the estate of Rauma bus station in the same premises since 1963. In May 2012 Nina Jussinoja was the first to move the business to other premises, across the street.

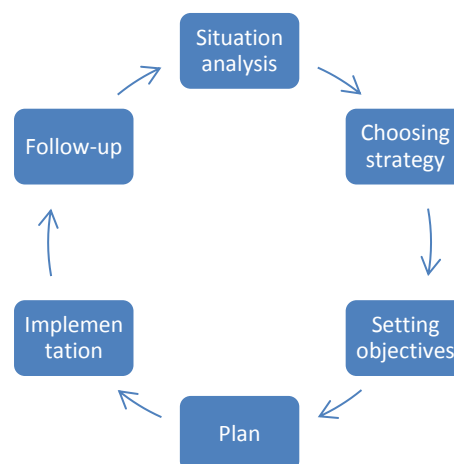
Barbershop Nina Jussinoja offers haircuts, beard trims and hair washes without taking appointments. The customers are walk-in customers, which mean that they come to the shop without a reservation and sit down to wait for their turn for service. The customers are mainly men, but there are a lot of women and children too. The shop has a good customer base and a lot of loyal customers.

2 STRATEGIC MARKETING PLANNING PROCESS

Planning the marketing communication requires understanding the whole marketing and business planning process. That is why marketing communication should be integrated not only to marketing, but also to business strategy and everyday business operations and activities. (Viitala & Jylhä 2007, 105.) In this thesis, general marketing planning process is described both from strategic and operational perspective. This marketing planning process serves as the starting point for marketing communication planning process.

The marketing planning process can be seen as a process of two aspects. The first aspect is strategic planning and the second operational planning. Strategic planning is important for companies in order to be able to set objectives for marketing activities. Strategic planning includes decisions which are in line with company's annual operational planning and is related to long-term goals of a company. The decisions are determined on such matters as segmentation, targeting, positioning and marketing mix. These decisions act as a base for operative planning. Operational planning process includes short-term goal setting for marketing activities. The short-term goals can be set on e.g. launching a new product or a service or running a new campaign. That is, the operative planning of practical tasks that needs to be done in order to meet the short-term goals of marketing activities. (Rope 2002, 324.)

Figure 1: A model for marketing communication planning process



The marketing planning process can be implemented in different ways. However, it is important to include both strategic and operational planning to the process, and that is why this thesis follows the above framework presented by Timo Rope in *Yrittäjän markkinointikirja*, 2002. The framework illustrates the stages that are vital for thorough marketing planning. All these six stages are described in this chapter.

2.1 Situation analysis

The first step of strategic marketing planning is the situation analysis. Situation analysis includes internal-, external- and SWOT-analysis. It is important to analyze all the relevant factors contributing to the company's marketing activities as concentrically as possible. All these result to a clear comprehension of what are the critical factors affecting the level of success of the business. All the relevant information is gathered and evaluated in a critique which shows the internal strengths and weaknesses and the external opportunities and threats of the company, known as the SWOT-analysis. (Wood 2004, 39-40.)

Information for situation analyses can be found from inside and outside from the company as secondary or primary data. Secondary data is ready data, which can be for example a bought market research conducted by professionals. Primary data is gathered for purpose, and can be gathered by different quantitative methods, for example questionnaires or interviews. Information gathering doesn't necessary require large investments, typically companies' own databases and internal information is enough. (Vuokko 2003, 135-137.)

There are several smaller factors to be analyzed in all three categories of situation analysis. It is not necessary to include everything to the analyses, only the ones that are truly related to the business and affect the level of success. (Rope 2002, 326-328.) It is important to evaluate to which areas of the analysis should be focused on more. For example, situation of introducing a new product for new markets requires a more thorough analysis than a situation where the company introduces a new product for a market where it has operated in for a long time. The most important objec-

tive of situation analysis is to find out the current and realistic situation of the company. When a clear view of current situation is reached, it is possible to make decisions on plans of where and what the company wishes to be in the future. (Vuokko 2003, 137.)

2.1.1 Internal analysis

Internal analysis is performed by examining the current situation within the organization. Internal analysis is about analyzing the resources and current marketing mix. (Wood 2004, 14.) These internal factors act as tools in fulfilling the company's mission and in finding the individual competitive advantage in order to serve the customers best. They contribute to the strengths and weaknesses of the company to deal with external opportunities and threats. (Wood 2004, 41.)

Resources

The internal audit of resources helps companies in determining the resources they have, which ones they can obtain and where those are currently committed. Examining the resources help in pointing out possible gaps and needs for more, and in determining how best to allocate them in support of the marketing plan. Resources and capabilities of a company can be analyzed in terms of human, informational, financial and supply resources. Human resources are examined in workforces' knowledge and skills, managements' performance, organizational culture and from the point of view of recruitment, training, development and reward-systems. Informational resources are to do with availability of relevant data and the analysis and storage systems of it. Financial resources are analyzed in terms of marketing budget and anticipation of funding of upcoming marketing costs. Supply resources are to do with current supply, supply chain relationships and inventory management. (Wood 2004, 44.)

These resources can be a little too thorough and less applicable for small businesses, and they can be implemented partially from the point of view of relevancy to the marketing activities. For small-sized businesses it is more applicable to analyze their

business resources in terms of personnel, premises, equipment and budget. (Kaartinen 2014.)

Current marketing mix

The current marketing mix can be employed to the analysis work. The results of mapping the current marketing mix can act as guidelines on what are the ones that need to be developed in the later stages of the planning process. The marketing mix is traditionally composed of four elements; Product, Price, Place and Promotion, called 4P's. These 4P's are used in marketing planning process in various stages; first in the internal audit stage in order to find out the starting point for further planning, second in the strategy choosing stage which determines how the marketing objectives will be reached and finally in the actual plan. The main focus of the thesis is to focus on promotion activities of Barbershop Nina Jussinoja.

2.1.2 External analysis

External analysis is about analyzing the external factors that affect the functions of a company. The external marketing audit covers the analysis of the target group and demand and the analysis of competition. In contrast to internal analysis, the external factors are regarded as prospects of macro-environments' and competitors' future development. The aim is to foresee the future trends and conditions which affect the future success of the company. The external factors deliver the opportunities and threats of the individual company. (Rope 2002, 328-329.)

Target group and demand

Companies must know their customers and development of demand for their offerings closely. The target market is the segment of customers within a potential, available market that a company decides to serve. In the external analysis point, in addition to the target market, the already penetrated market needs to be analyzed. The penetrated market means the customers in the target market that currently buy or have bought a specific type of product. The research of the current and potential cus-

customer's characteristics and buying behavior give useful information to companies of what is expected of them and their offerings. Furthermore, no market remains static for a long time. Markets change, demand changes and customer needs and buying behavior change, so it is not enough to research only the current state of target market, but also what is expected in the near future. (Wood 2004, 69-71.)

Competition

Knowing the competitors and their offerings is also vital for companies' financial performance and marketing decisions. To be successful, a company should provide greater customer value and satisfaction than its competitors do. To do this, the offerings should be positioned against and differentiated from the competitor's offerings in the minds of mutual customers. (Kotler, Armstrong, Saunders & Wong 1999, 149.)

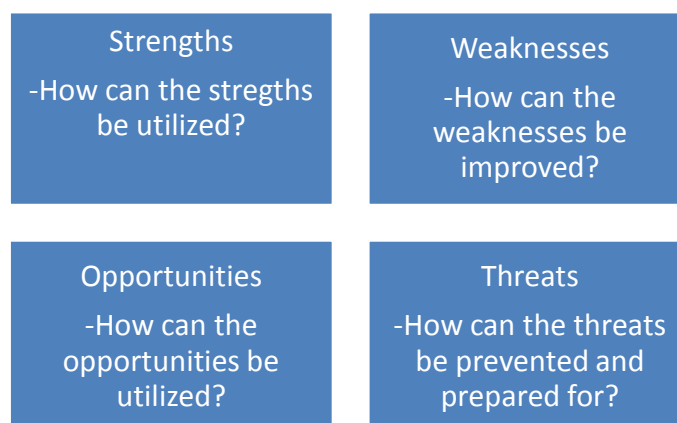
The competition can be analyzed from three different angles. The first angle is the industry forces. Industry forces include the analysis of the easiness of market entry or exit of competitors, the buyer- and supplier power and the substitutes and rivalry. The level of easiness of competitor's entry and exit affects the stability of the market. If rivals can easily enter or exit the market, it causes unpredictability to the demand. When buyers and suppliers have little power the competitive environment is less pressured and there is more profit potential. Also, less rivals there are the less the company feels pressure and is better positioned for profit. The second angle is the competitor benchmarking. The competitors should be identified, benchmarked and analyzed. The aim of this is to know what the competitors do, how they do it and use this information to set targets for equaling or exceeding the competitor's ways of operating in the market. The third angle is the competitive advantage. This relates to how the company achieves its' competitive advantage in relation to competitors. Competitive advantage can be gained in cost-, differentiation- and/or marketing advantage. (Best, R.J 2000, 127.)

2.1.3 SWOT-analysis

The SWOT-analysis maps the internal resources' strengths and weaknesses and the external circumstances' opportunities and threats of the business in one model. These factors were gone through step by step in the situation analyses described above, and the SWOT-analysis is a summary of the results. The results are the critical success factors which all individually affect to the level of success of a company. If one of the factors is not dealt with efficiently enough or at all, it may have a negative impact on otherwise successful business. The important requirement for efficient use of the SWOT-analysis is to concretely collect the internal and external factors affecting the business, and then concretely go through all the four elements in the analysis and make decision on how they can be managed. (Rope 2002, 328-329.)

Thus the SWOT-analysis can be utilized by analyzing internal strengths and weaknesses as well as external opportunities and threats.

Figure 2. Utilization of the SWOT-analysis



The SWOT-analysis enables companies to build a bridge over the results of the situation analysis and the actions that are required by the critical success factors of the business. Using the analysis prevents the situation where one of the factors is analyzed but not dealt with. (Rope 2002, 329.)

2.2 Choosing strategy

The second step of the strategic marketing planning-stage is the step where the strategy or strategies are decided. The analyses made in the step one act as a base for setting up a marketing strategy. Strategy answers the question “How?” Here it is required to identify the aimed long-term goals and a destination in order to choose the right marketing strategy. Before choosing, a company needs to decide on how to ensure the success of the company in future, what the company wants to be like in the future and how can the company reach the long-term goals. The whole business needs to be observed from a marketing perspective in order to project the wanted image. (Rope 2002, 330.)

Segmentation, targeting, positioning

A marketing strategy shows how strategies for target markets and positioning build upon a company’s differential advantages, and it should detail the market segments which a company will focus on. Customer segments differ in needs and wants and a company should focus on those which it can best serve from a competitive point of view. A marketing strategy should be developed for each segment separately in order to serve those best. (Kotler, Armstrong, Saunders & Wong 1999, 113.)

Segmentation is a process of ruling out the inappropriate markets and find the appropriate markets to which the company could study further. The process helps the company to understand the needs of the customer segments more in depth. This way the company knows the best what offerings should be used to a certain segment, which again benefits the customer. (Wood 2004, 111.)

In consumer markets, a company can apply two categories of segmentation variables; user-based consumer characteristics and product-related behavioral approaches. User-based consumer characteristics ask “Who purchases what?” User-based consumer characteristics describe the buyer or user in some way and are generally easy to identify in a market. This group can be used for segmentation purpose in terms of demographics (age, household size, marital status, gender), socioeconomics (income, class, vocation, education, religion), geographies (global, national, city, climate)

and/or lifestyle and personality (attitudes, interests, tastes, preferences). Product-related behavioral approach asks the question “Why do they purchase?” and the variables can be used in terms of user types (regular, non-user, first-time, potential), price sensitivity (low-cost orientation, higher cost quality), consumption patterns (low, medium, strong), perceived benefits (performance, quality, service, image), brand loyalty (loyal, experimenters, unsatisfied, unaware). (Wood 2004, 100.)

Evaluating segments helps the company in knowing which segments to target and in which order. In targeting the company chooses the segments which it can best serve and the chosen segments can be ranked in priority order for marketing attention. Then, the company can decide what marketing mixes are used for which segments. Undifferentiated marketing means that the company is targeting one segment with one marketing mix. Differentiated marketing means that the company is targeting different segments with marketing mixes designed for each segment. (Bergström & Leppänen, 2009, 77–78.)

From targeting decisions the company moves on to positioning. Positioning creates competitive advantage and a distinctive position for company and product in the minds of the customers. Researching the targeted segments for the perceptions of the customers of the company and its offerings helps the company in understanding what attributes matter the most. It is the opinion of the customer that is the most important for the business success. Effective positioning requires decision on what is the point of difference of the company and the offerings. The point of difference differentiates and creates competitive advantage. It should be competitively distinctive, relevant, credible and easy to deliver and communicate to the customers. It should also be sustainable so that the customer receives the perceived product or service. The point of difference is meaningful because it is the driver behind all the marketing mix-related decisions. It is usually not a one-time decision, because customer needs change, and the points of difference need to adapt to the changes to maintain the company’s position in a market. (Wood 2004, 109-110.)

Strategic marketing mix

Marketing strategies are the means by which the marketing objectives can be achieved and are generally concerned with the four elements of the marketing mix. The marketing mix is re-assessed to match the strategy and they are assessed in a way that answers the question “how?” The four P’s of the marketing mix are product, price, place and promotion. The marketing mix is gone through from a strategic point of view and the aim is to answer the question “How?”

There are several options for strategic decisions for marketing mix, and the nature of decisions varies from company to company. Product stands for the general policies for product-associated matters, such as deletions, modifications, design and packaging. Options for product strategies are to expand, change, standardize the design and branding. Price is for the general pricing policies to be followed for product groups in market segments. Place is for the general policies for channels of distribution and availability of offerings, and selling and customer service levels. Options for place strategies are to change delivery, distribution or channels. Promotion is for the general policies of marketing communication decisions. (McDonald 1995, 220-221.)

In this thesis focus will be on promotional activities, which will be described in more detail in the next chapter.

3 OPERATIONAL MARKETING COMMUNICATION PLANNING

Marketing communication is directly connected to promotion activities, one of the 4 P's, which is the focus of the thesis. Promotional activities put the offered product out to the target market, giving the potential customers information on values which the offered product or service stands for. (Chaffey & Smith 2013, 14) Marketing communication on the other hand can be considered as dynamic dialogue. It is mostly about receiving knowledge about what customers want and then conveying a customized promotional message to the chosen target market. To ensure the visibility amongst rivals, companies try to apply different communication tools for promotional activities. (Fill & Jamieson 2011, 5.)

Marketing communication can be referred as the voice of a company, speaking through the brand. The brand is used as a way of dialoging with customers. (Kotler et al., 2009, 690.) Companies can enhance their brand image and customers' brand loyalty by well-planned marketing communication activities and have positive effects on sales. (Shimp, 2007, 4.) The American Marketing Association (AMA) has concluded a brand as "name, term, sign, symbol or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition". (Keller 2008, 2-3.) Creating a brand is called branding. Brand is not one product, but it can be created around it. Branding aims at creating an easy-to-identify image that represents the company to the audience. (Keller 2008, 8.)

3.1 Promotion mix

Planned marketing communication consists of three elements; tools, media and messages. Communication tools are personal selling, advertising, direct marketing, sales promotion and public relations. If media is used, it is chosen by the communication tool used. Message is conveyed through paid media or use of company's own assets to the audience. The message can be informative or emotional, but usually are a blend of both. (Fill 2013, 10.)

In order to ensure the understanding of different marketing media, it is important to differentiate traditional marketing communication channels from online marketing communication channels. Traditional channels used as delivery tools for the intended message are newspapers, magazines, leaflets, journals, billboards, radio, television and telephones. (Dahlen et al. 2010, 359.) Due to changed preferences of customers' ways of communication, and the increased demand for personal service, the traditional channels have been outnumbered by digital marketing channels. Internet and social media marketing have replaced the traditional marketing channels due to its a two-way and interactive channel, where customers and companies communicate. (Tuten & Solomon 2013, 16.) Internet and social media channels are defined more thoroughly in chapter 4.

Traditionally marketing communication has fallen under the promotion "P" of marketing mix. In this context, promotion can be seen as channels of information set up by the seller and persuasion to sell goods, services or ideas. The following mix is used as a tool to accomplish companies' communication objectives. Their main characteristic is that they are created to persuade those customers targeted. (Hill 2013, 176.)

Personal selling

Personal selling is conducted mainly via in-person- or phone- or video conversation. Its' main focus is to convey information to customers by giving tailored information to facilitate decision making. Personal selling provides to sales promotion of a company. (Hill 2013, 177.) It involves two-way interaction between salespeople and customer. The main positive trait of personal selling is that it is possible for the company to fit the marketing offer to the special need of individual customers by negotiation. (Kotler, Armstrong, Saunders & Wong 1999, 847.)

Advertising

Advertising can be defined as any paid form of non-personal presentation or promotion of ideas, goods or services through mass media. (Kotler, Armstrong, Saunders & Wong 1999, 793.) The most traditional channels of advertising are TV, radio, news-

papers, magazines, prints, billboards, coupons and internet. The meaning of advertising is to create awareness amongst audience and to facilitate associations in consumers' minds. It helps in establishing a brand around the company's product by conveying an image of it. (Hill 2013, 177.) Advertising objectives can vary according to company's needs. It can be informative, persuasive or reminder advertising. Informative advertising is used for introducing products to audience. Persuasive advertising is used when competition increases. Persuasive advertising can be implemented by communicating why our product is the best. It can be also implemented by comparison advertising, which means that the company directly or indirectly compares the brand with one or more other brands. Whatever the advertising objective is, the wanted response is the same. The response to advertising is aimed to be behavioral; the consumer buys the product or increases the amount of purchases. (Kotler, Armstrong, Saunders & Wong 1999, 793-794.)

Direct marketing

Direct marketing's focus is to create immediate response or buying decision by creating ongoing dialogue with the customer. Its' modes are direct mail, catalogues, tele-marketing or e-mail. (Hill 2013, 177.) It is direct communication with narrowly defined segments and carefully selected customers. The marketing offers and communication is aimed to match the needs of customers. Direct marketing can be also called direct relationship marketing, because it is not simply selling product and services, but also an effective tool for interacting with the customer. (Kotler, Armstrong, Saunders & Wong 1999, 950-951.)

Sales promotion

Sales promotion characteristics are to temporarily change consumer behavior or reward continuing purchasing behavior. It provides an inducement to try or buy more of a product or service. A sales promotion is conducted through personal selling, direct marketing or advertising by in-store-selling, in the package or changing the package itself. (Hill 2013, 177.) Vehicles used for sales promotion are various; coupons, vouchers, samples, premiums or discounts, and more. (Kotler, Armstrong, Saunders & Wong 1999, 819.)

When advertising offers reasons to buy, sales promotion offers reasons that achieve immediate sales and motivate the customer to buy now. When companies face more competition, using promotions can be effective as the consumers are more deal-prone. Also, by replacing some of advertising with sales promotion is more cost-efficient, as using advertising channels is more expensive than, for example, in-store-selling. (Kotler, Armstrong, Saunders & Wong 1999, 818.)

Public relations

Public relations are commonly known as PR. Its meaning is to foster goodwill by communicating the good things the company is doing. PR can also be used to correct the mistakes a company has done. It increases credibility. PR is commonly conducted via TV, radio, prints or the internet. (Hill 2013, 177.) A public relations have a strong impact on public awareness, and is much lower at cost than advertising, because there is no paid space or time in media. Instead of media, the costs go to paying the staff which develops and circulates information and creates and manages public relation events. When a company develops an interesting and creative story, it can be picked up by other media, and thus has more credibility. (Kotler, Armstrong, Saunders & Wong 1999, 831.)

3.2 Setting objectives

The third step of marketing communication planning process is setting objectives. This is the first step of operational marketing planning. Objectives are set in order for the company to know what its marketing strategies are expected to accomplish. They answer the question “What?” They are short-term goals which are determined on grounds of the strategy, more specifically the long-term goals, which are set in step two. Objectives should be consistent with the strategy, possible to achieve within budget and in line with the internal and external analysis. (McDonald 1995, 199).

Objectives are mainly set in three categories; financial, marketing and societal objectives. They must be relevant and realistic, and need to match and support the chosen

direction and goals. Consistent objectives result to good performance and personnel's unite vision of marketing and other business operations. Objectives are consistent when they match the company's mission, goals, strengths, core competencies and interpretation of external opportunities and threats. A deadline should be defined. Different objectives require different implementation time and that should be acknowledged in schedule planning. (Wood 2004, 127-129.)

3.3 Plan

The fourth step is to elaborate the marketing communication plan. The strategy- and objective decisions made beforehand act as a base for the plan. A marketing communication plan should be drawn for annual basis, from which can be seen monthly-, weekly- and campaign plans with budgets included. It constructs of smaller, detailed plans. All the smaller plans with actions and budgets are gathered together to the actual marketing communication plan. When making a marketing communication plan it should be acknowledged that it is not enough for a plan to present only the calendar- and budget plan. A proper plan includes all the stages that led to the result. The referred stages are the situation analyses, choosing strategy and setting objectives. (Rope & Vahvaselkä 1994, 142–143.) In this thesis, the marketing communication plan emphasized and details the actions based on the promotional mix.

Budget

Budget is a monetary plan, implemented annually or more frequently, which aims to reflect the amount of money the company has to spend for each marketing action in a specific time span. Budgeting for marketing cannot be belittled. A budget is the foundation for actions, a resource and a coordinator. The costs of marketing communication can be divided to three categories; planning-, implementation and follow-up costs. The amount reserved for marketing budget can be decided on basis of previous experiences, competitors' budgets or by evaluation of upcoming costs. (Isohookana 2007, 110–111.) Budget also acts as tool for follow-up and development. Using previous budgets, a company can numerically determine whether the money invested corresponded to the objectives, and whether the costs for marketing were greater than

the benefits received from them. (Rope & Vahvaselkä 1994, 177.) In this thesis, a budget is left out from the actual marketing communication plan. All the activities are planned to be free of cost.

3.4 Implementation and follow-up

After the plan of marketing communication actions is completed, the fifth and sixth step of the marketing communication planning process follows. Implementation needs to support sales and promotional decisions. Implementation of marketing communication needs to correspond the strategy and the objectives chosen in the previous stages. (Isohookana 2007, 112-115.)

Follow-up means the comparison on the results to the objectives set before, noticing the flaws and needs for further development, and learning from them. Follow-up is useless unless the results are analyzed and used for advantage in the future operations. (Isohookana 2007, 116.)

4 SPECIAL CHALLENGES FOR MARKETING COMMUNICATION PLANNING

4.1 Online marketing

Marketing focus is rapidly changing from traditional marketing to online marketing. In fact, many companies exist only online. Customers more and more often seek for information and alternatives online, and if a company is not found there, it might as well not exist. Online presence is nowadays equal to, or even more important than its actual presence. Companies that utilize only traditional marketing and don't show up online are most likely losing money. Online marketing enables you to communicate with the audience without a third party intermediaries, such as newspapers or radio channels, thus online marketing is inexpensive compared to traditional marketing, and it offers an opportunity for even small businesses to be found globally.

The difference between traditional marketing and online marketing is that traditional marketing is mainly advertising with flashy and appealing images and videos to big masses of people, and the purpose of it is to reach potential customers and a place in their minds by standing out from the ground, when online marketing's main purpose is to reach a place in customer's minds through communication with customers and getting found by them. Traditional advertising is also less precise in targeting the right audience than online marketing. The main channels for online marketing are various social media platforms, websites, blogs and forums. (Eve 2011, 7-8.)

4.1.1 Social media

Social media can be described as an online platform where the value of it is created through interaction between the users (people and businesses) and the content its' users are creating. In social media everyone has its own voice and the user profiles and content are unique and personalized according to users preferences. For companies, social media is a platform to reach new customers, create awareness, react to feedback and search for new ideas. Social networking enables companies to find new business contacts and customers faster than offline. (Leino 2012, 18-19.) Social net-

working is interactive and the customers are included in the marketing of the business. In fact, when social media marketing activities are run correctly, the customers online do the marketing for you, by sharing, tagging and commenting. (Eve 2011, 8.)

Using social media

There are numerous social media networks available online. All networks have different purposes, audiences and features. The important step for a company is to research which one(s) should be engaged to. It is a good idea to watch and listen what others are posting and sharing in the chosen networks. That is how you get a sense of what your new content should be like and what type of message and presence you want to convey to your audience. Traditional marketing planning and online marketing planning can be seen as integrated processes. A target audience is good to have defined also in social media, and listening to it in the beginning and as you go helps in finding out which direction to go and what needs to be done next. A company should plan its activity in social media by choosing a strategy and setting objectives for it. (Newlands 2011, 13-17.)

Social media is an open and transparent platform. Therefore companies need to understand the importance of type of presence and behavior. An entrepreneur and employees always appear in social media as representatives of a company. There is a difference whether you participate in a conversation as a representative or a private person. As an entrepreneur you always appear as a representative of your company, so behavior needs to be in accordance to that. Transparency and honesty are good qualities in social media, but only to a certain point. All communication should be polite, responsible and authentic. You have to be alert of what you post in social media, because once it goes online, it will be there forever. Therefore, quotation of others' text should not be posted without source of reference, and customers and business contacts should not be mentioned without their permission. Also, negative implications of competitors are not good for your own business. (Leino 2012, 164-165.)

Social media works as an effective bush radio. People like to read other people's recommendations or recommend themselves products or services which they have found worthy of it. As a downside, it is as easy to post positive comments that it is to

post negative comments. Companies which engage in social media need to be prepared for negative feedback too. Bad experiences in, for example, customer service are shared easily through social media, and can be spread widely and grow out of proportions. Companies should not start deleting these comments because hiding doesn't work in social media. It only makes people wonder more. The best thing to do is to respond to it quickly, honestly, politely and to remember to say sorry. Transparency is the key in this situation too. (Leino 2012, 76-77.)

Facebook and Twitter

Facebook and Twitter are two of the most popular social media networks used currently. They are relevant for the thesis since they are the two networks the case company is interested in. Therefore they need to be described.

Facebook was founded in 2004 by Mark Zuckerberg. Facebook is used for staying connected with friends and family, and sharing and expressing themselves. Its' mission is to give people the power to share and make the world more open and connected. (Website of the Facebook 2014) Facebook has become an important channel next to websites for companies. It is a useful tool for marketing communication, sales promotion, recruitment and product development. The purpose of marketing in Facebook is to serve customers, communicate with them and provide them with relevant content. These actions maintain the "liking" customers and create interest towards it in new customers. "Liking" customers mean the people who "like" the company in Facebook, and they may be current customers or a prospect one. People can share company's posts and thus they create more visibility for the company. Content is the key in Facebook marketing. It should be consistent and rich in, for example pictures or videos. Successful Facebook marketers keep their status short but relevant. Maximum of two sentences in one status, and maximum of two status updates per day are good guidelines, so that likers are able to follow you and it doesn't become too crowded. The customer service in Facebook is good to be quick, casual and polite. All the comments should be responded to publicly to keep up the transparency. (Leino 2011, 129-137.)

Twitter was designed to be a mobile service. In Twitter you can post (tweet) messages with 140 characters, a character limit of a text message. Tweets appear publicly on users' profile, and a stream of Tweets is called timeline, which can be followed by anyone. Once you tweet, it shows on the persons' homepage stream. Twitter's mission is to give everyone the power to create and share ideas and information instantly, without barriers. (Website of the Twitter 2014) Twitter is often called micro-blogging due to its limited character amount. Users comment on news, present views, communicate with customers, colleagues and new people. (Newlands 2011, 19.) A hashtag (#) sign is used for implying to what subject the tweet is related to, or for creating a group for, for example, a party or a meeting. Twitter is a good tool for companies for the purpose of networking, communicating own happenings or as a tool for customer service. The difference of Twitter to Facebook is that the user is able to follow anyone with a Twitter account. (Leino 2012, 144.)

4.1.2 Websites

Content, usability, structure and aesthetics are the four basic aspects of a websites' design. These affect to the users' experience and expectations towards the company. Therefore it is important to know how to design them. (Eve 2011, 84.)

Content

Content is the king. The company websites are the ones where the company is in full control of what content is displayed, unlike in social media sites. It is a good idea to research what kind of information other companies have on their websites, and based on that make the decision on what your company should have. (Newsland 2011, 76.) Websites exist because of people who want to find information. That information equals the content of a company's website. Thus, companies should put effort in delivering relevant content and in the way it is presented. The content reflects the values of the company, and all the narratives should be simple and relate to the values of the company. Content should be easily readable and structured in a way that the websites are easy to use. (Eve 2011, 84-85.)

Usability

On the web, usability and accessibility are necessary conditions for survival. If a website is difficult to use, it fails in clearly stating what the company offers or what users can do on the site, users get lost on the website or if the information is hard to read or it doesn't answer readers' key questions, people leave the website. There are plenty of other websites to explore when one is found to difficult to use. (Website of the Nielsen Norman Group 1998-2014) Preventing possible customers from leaving the site because of these kind of difficulties is a good reason for companies to plan their websites.

Structure

A good structure contributes to the usability of the website. The first thing the users usually do is take a look at company's homepage. The homepage of the website is the company's face to the world and that makes it the most important page on most websites. Homepages' most important function is to display the site's purpose. That is conveyed through a one-sentence tagline that summarizes what the company does. In addition to the tagline, it is good to have a brief explanation of the company and offerings. More detailed information can be categorized to another section, for example "About", in order to prevent having too much text on the homepage. Furthermore, the homepage should reveal the content of the websites. That is conveyed through links on the page. When links are started with a relevant word to the content, it makes the scanning and differentiating easier for the user. (Website of the Nielsen Norman Group 1998-2014) All the information behind the links on the homepage should be structured to be flowing from the broadest to the narrowest category. Also, in one page, the most important part of the information should be presented at the top of the page. (Eve 2011, 84-85.)

Aesthetics

Aesthetics is an umbrella term for graphics, color, style, layout and typography on websites. Together these create personality, appeal and aid in communication of company's values. (Chaffey & Smith 2013, 311.)

Graphics on the websites communicate the values and the purpose of your company. Even though standing out with graphics is a good strategy, it shouldn't be cluttered. Users often dismiss overly formatted graphics and regard them as ads and focus on the parts that look more useful. Over-formatting critical content makes the sites confusing and irrelevant graphics are less powerful communicators than relevant. That is why the graphics on the sites should be meaningful for the purpose, not just used as decoration. (Website of the Nielsen Norman Group 1998-2014) There should be enough white space to make it easier to use and interpret the website. (Eve 2011, 87.)

Colors, next to the images, create the feeling about the site and the company. Different colors affect differently to peoples' minds. Also, different colors have different meanings and symbolisms across cultures. It is good to have the background tint as neutral or white, and high contrast colors on text. This makes reading easier when the text is visible for the human eye. Furthermore, highlighting the links and most important content is a good idea since the human eye usually moves naturally first to the highlighted area. Again, too much color makes the sites cluttered. (Chaffey & Smith 2013, 315.)

Style of the websites is created through the visuals and the content. There are two main categories of website styles, which are information-intensive and graphics-intensive styles. The first one displays a lot of information in the form of text and very little, if none, graphics. The meaning is to project as much information as possible to the reader. In contrast, the graphics-intensive websites intend to create an impression to the users by displaying a lot of graphics and animations and very little text. (Chaffey & Smith 2013, 312.)

Layout refers to the assembly of different contents on the site and typography refers to the text and fonts and the style of them. Here the ground rule is, again, to keep it simple. The text should be easy to read, and things that make it easy to read are that it shouldn't stretch across the full width of the site. Splitting the content in to columns makes it easier to read. Also, italics and underlining is good to be generally avoided, since it is distracting. They should be used only for highlighting the most

relevant contents on the site. Font size and –style should be consistent throughout the websites. (Chaffey & Smith 2013, 317.)

Search engine optimization (SEO)

Search engine optimization (SEO) means the actions to make the company website appear in search engines when a user types a word or a phrase relevant to the company, and as high on the search result page as possible. Search engines, such as Google and Bing, find and rank the websites relevant to the searched word based on the words on the page and the links in internet to that page. (Newsland 2011, 148.)

Using relevant keywords and –phrases help in SEO. A company should think of what the users would type to the search box on a search engine page, and use those words as keywords on the website. Also, content on the website should be optimized with the right set of keywords. (Eve 2011, 26.) Furthermore, search engines give most weight to domain names. The main keyword, is good to have in company websites' domain name. The best is to choose the company's name as the domain name. (Newsland 2011, 150.)

Linking to the company website gives a better result on search engines. That means that the more there are other websites that refer to the company's website, the easier it is for the search engine to find the company website. These links can be made by creating viral content, such as videos, reports, articles or other free giveaways that users want to use and share. (Eve 2011, 28.) Internal and external linking will help your websites raise higher in search engines. Internal linking can be done by, for example, linking your website to your social media profiles. External linking can be done by making other people aware of your content and by encouraging them to link to your websites. (Newsland 2011, 151-152.)

4.2 Services marketing

Offerings can be either physical products or services. Services are intangible, which cannot be touched, smelled, tasted or stored. Services can be plain services, for ex-

ample medical-, wellness- or beauty services, or services can be attached to a product bought, for example home-delivery of furniture or installment of technical products. A company, which offers services, should pay attention to entities of offerings. There are three components in a company's service package; core service, assisting service and supporting service. The core service is the reason for company's existence, for example a barbershop's core service is barber service. (Isohookana 2007, 65-66.) Assisting services act as support for the core service, for example personal advices or making an appointment. Assisting services are necessary for the core service and make the use of core service easier. Supporting services add additional value to the core service. They are used to differentiate company's services from that of competitors. Thus, supporting services are not necessary for performing the core service, but can be highly valued by the customers. (Grönroos 1990, 103-104.)

Marketing of services is an attempt for trying to affect customers' feelings and increase the knowledge of the contents of the service, the availability, level of participation of the customer and the communication with the company. The availability, or easiness of reaching the company affect the picture and opinion that the customer has of the company and the service. (Isohookana 2007, 68.)

Marketing creates perceptions in customers' minds. Customers weigh up the purchase decision for both value for money and consequential loss in case the service offering goes wrong. When a customer makes the purchase decision of a service, the customer takes a risk. The risk of loss makes the customers avoid the cheapest service, assuming there is something wrong with it. For example in hairdressing customers may choose the more expensive saloon over the cheaper one assuming that they receive better value for money there. However, even though the personnel might be better educated and level of customer service would be higher than in the cheaper saloon, uncertainty still arises from the gap between customers' expectations and what the service provider can actually provide. Customers have their perceptions when they enter the saloon and they have expectation towards the hairstyle they come out with. Unfortunately many have too big expectations, for example coming out looking like a certain celebrity. Not always that same hairstyle fit the customer wanting it. That is when the hairdressers' job is either to explain why the style doesn't fit and try to suggest other styles, or to create the hairstyle and handle the

disappointed customer. This is called post-purchase dissonance. (Blythe 2013, 360-362.)

Serving multicultural customers

Finland is a small country, which is not able to support itself without international trade. Finnish know-how is valued in growing dimensions, especially in the expertise in technology and services. Generally this gained valuation brings higher expectations towards the quality of customer service. Deeper knowledge of both ones' own culture and other cultures helps in serving the more complex and international clientele. (Fischer & Vainio 2014, 169.)

Culture comprises of beliefs, attitudes and behaviors associated with a group of people. It is learned and often so deeply rooted in people that they imagine that the rules of their culture apply everywhere they go. Culture is one of the main drivers of behavior. It influences everything we do, including consumption behavior. (Blythe 2013, 189-190.) Culture is one of the factors that affect the opinion of an individual of what is and what is not beautiful and good looking. In a barbershop cultural differences show as soon as a foreign customer starts to tell what he or she wants. A good example of this was when an Hungarian, young adult man sat in my chair. In Finland, men prefer the haircut to be longer from the top of the head, and shorter from the sides. This Hungarian man explained to me that no-one in Hungary would want that kind of haircut; it is preferred in Hungary to have the top of the hair shorter and the sides longer. In Finland, that type of cut would be against what we are used to.

However, it is important to remember not to make assumptions about individuals from other cultures based on these generalizations. (Blythe 2013, 194.) In a customer service situation it is helpful to be aware of customers' cultural background and the aspects of it, but one must remember not to change own behavior extensively in order to please the customer, because he or she might find such behavior offensive.

5 PURPOSE, OBJECTIVES AND FRAMEWORK OF THE STUDY

5.1 Purpose

The purpose of the thesis is to create a marketing communication plan for Barbershop Nina Jussinoja, with new websites with social media connection (Facebook and Twitter) and guidance on how to implement marketing in them, for both native and international customers. These communication tools need to support each other in order to deliver the planned message.

5.2 Objectives of the study

There are four main objectives in this study, which contribute to the above explained purpose:

- How to create a marketing communication plan for Barbershop Nina Jussinoja?
- How to conduct efficient marketing communication online for Barbershop Nina Jussinoja?
- How to create website for Barbershop Nina Jussinoja?
- How to create social media accounts for Barbershop Nina Jussinoja?

In addition to these four objectives, the thesis also has a sub-objective, which has the smallest emphasis in the study:

- How to take different customers into account in services marketing and in customer service?

5.3 Framework of this study

The framework of the study is based on the main aspects described in the theoretical part. The outcome of the thesis is in the in darker blue. The result is the marketing communication plan for Barbershop Nina Jussinoja, with new websites and social media connections. The boxes which are lighter blue are the theoretical concepts which contribute to the outcome of the thesis.

Figure 3. Conceptual framework over the study: Developing a marketing communication plan. Pauliina Peltonen 2015.



Marketing communication planning process

The situation analysis includes internal-, external- and SWOT-analysis. Internal analysis is about analyzing the resources and current marketing mix. The external analysis covers the analysis of the target group and demand and the analysis of competition. The SWOT-analysis maps the internal resources' strengths and weaknesses and the external circumstances' opportunities and threats of the business in one model.

After situation analysis comes choosing strategy. Strategy answer the question "How?". The factors that are analyzed in this step are segmentation, targeting, positioning and strategic marketing mix.

The third step of marketing communication planning process is setting objectives. This is the first step of operational marketing planning. The objectives answer the

question “What”. The promotion mix is employed; personal selling, advertising, direct marketing, sales promotion and public relations.

The fourth step is to elaborate the marketing communication plan. The strategy- and objective decisions made beforehand act as a base for the plan. A budget can be set for marketing use.

After the plan of marketing communication actions is completed, the fifth and sixth step of the marketing communication planning process follows. These steps are implementation and follow up.

Special challenges

The first special challenge of the thesis is online marketing. Online marketing is explained through social media and websites and how to conduct marketing in them.

The second special challenge is services marketing. The nature of services is explained and multicultural customers are taken in consideration when creating the online channels for marketing.

6 RESEARCH METHODS

This thesis is created to improve the marketing communication actions of Barbershop Nina Jussinoja. The objective is to create a marketing communication plan and websites with social media accounts in Facebook and Twitter. The project is implemented as qualitative research.

There are two types of research: quantitative and qualitative. Quantitative research method is implemented by using standardized data and numbers that are analyzed using statistics. Since there is no aspect in this thesis that would require use of numbers, qualitative method is chosen. Qualitative research is based on non-standardized data and the analysis is implemented by conceptualization. Research plan is permitted to change along the way in qualitative research. (Saunders, Lewis & Thornhill 2003, 377-378.)

6.1 Action research

This research followed qualitative approach and the chosen method was action research. The purpose of action research is to learn by taking action that leads to development. It is implemented by first planning a change, then acting on it. When the actions are taken, begins the observing of the process and consequences of the change. These consequences are then used for re-planning, in case there is the need for further development. (Koshy 2005, 4.) Action research is a practical and problem-solving research method, which is directed towards better understanding and improvement of practice. (Reason & Bradbury 2001, 2.)

Action research involves the identification of practical problems in a specific context. The research method is chosen for this thesis as the project is situated within workplace and the ownership of change is a priority to all stakeholders. Action research is participatory, where researchers collaborate with the stakeholders of the company. The purpose is to produce knowledge and change with the immediate observation of all stakeholders. The changes are acted on immediately and not left to be implemented after the project. (O'Leary 2004, 139.)

6.2 Data collection methods

Action research is used to answer the objectives of this study. The main data collection techniques are a combination of face-to-face conversation with the entrepreneur of the case company and an observation method. Two actual checkpoints are held with Nina Jussinoja, before creating the online channels and after creating the online channels.

There are two ways to conduct observation method; systematic and committed. In systematic observation the findings are structured in detail and the observer is an outsider of the context. In committed observation the observation situation forms freely and the observer is a part of the context. (Hirsijärvi, Remes & Sajavaara 2010, 214-215.) Thus, in this thesis the committed observation method is used.

The reason that I have chosen action research and committed observation method as research methods is that since I have been an employee in the company, I have been able to observe and take action based on the immediate results I see. Having been an employee in the company is an advantage since I could from experience tell what type of marketing methods would be most suitable for the entrepreneur to implement. However, it should be stated that the observations are interpretations of one person only, me as an author.

Furthermore, a small questionnaire was developed about online behavior to the customers of the shop. The questionnaire was handed out to customers in October 2015.

6.3 Reliability and validity

Reliability and validity need to be considered when deciding on research methods in order to avoid mistakes. Reliability and validity both involve the ability to measure the research results and the trustworthiness of the results. Reliability is measured in terms of the ability to repeat the research. It means that in case the research would be repeated the results of it would be the same. Validity means the ability to interpret the research methods. For example, if a questionnaire is used for research, the re-

spondents would be able to interpret the questionnaire in the same way as the researcher meant them. (Hirsijärvi, Remes & Sajavaara 2010, 231.) In this thesis qualitative research methods are implemented, which are harder to measure than quantitative research methods. The reliability and validity of the research can be measured by explaining in detail how the process of action research and how it was conducted in this thesis. The validity can be determined by the findings and whether they reflect the interpretations. (Hirsijärvi, Remes & Sajavaara 2010, 232.)

7 DEVELOPING THE MARKETING COMMUNICATION PLAN

7.1 Barbershop Nina Jussinoja's business idea

The business idea of Barbershop Nina Jussinoja implements the same business idea of the previous owner of the business. The services of Barbershop Nina Jussinoja are haircuts and washing and beard trims. Barbershop Nina Jussinoja offers all kinds of haircuts from machine cuts to more demanding flat top haircuts. The haircuts are priced by the amount of hair and the tools used. Machine cuts are the cheapest and easiest and are priced according to the millimeters left to hair. The less millimeters the less there is work. The regular haircut for men is priced according to the amount of hair which is directly proportional to the amount of work. The flat top haircut is the most demanding haircut and is priced the amount of women's haircut. Women's haircut is too priced according to the amount of work. Children's haircut are priced according to the age. Barbershop Nina Jussinoja also has prices for cutting only the edges of short hair, cutting bangs or washing hair. Moustache- and beard trims are offered as machine cuts or scissor cuts. Barbershop Nina Jussinoja doesn't offer traditional shaves.

The business idea of the shop is to serve customers without appointments. The emphasis is to serve the customers fast and professionally. The main customer group has been middle-aged men of 40-60 year-olds, but all age groups of men, women and children are served. The aim of the marketing communication plan is to alter the business idea so that the targeted age group would change from middle-aged men to young adults of 20-40 year-olds. The majority of the customers are now older generation of men, which is known to not changing the barbershop they are used to, thus the marketing activities targeted to this group are unnecessary compared to marketing to young adults, who are in the search of a suitable barbershop. Surprisingly many of the shops customers have been using the services since the beginning. This new target group of young adults uses internet basically for everything nowadays, and the websites need to look up-to-date in order to reflect the right image for the target group.

7.2 Situation analysis

The process of developing a marketing communication plan begins with examining the internal and external environment of the business. All of the following analysis of Barbershop Nina Jussinoja and its internal resources and external environment are my own observations which I have gathered over the last seven years that I have been working in the shop and in the hairdressing business. All these observations are gathered in to a SWOT-analysis matrix later in this chapter and analyzed again from the point of view of what actions should be taken on which attributes.

7.2.1 Internal

Resources

Barbershop Nina Jussinoja has many positive attributes to its benefit. The shops location first of all is in a perfect place at the moment. It is in the heart of center of Rauma right opposite to the bus station, where there is a lot of traffic. There is a lot of parking space for the customers, if one is lucky, there are parking spots right in front of the shop in the street of Tehtaankatu. There are not any similar barbershops with same business idea nearby.

The location added with the new premises since 2012, contribute to the easiness of access. The premises are on the ground floor, with big windows and a lot of natural light. There is a big waiting lounge right when you come in the door with a sofa for three and two chairs. The waiting room is spacious enough, compared to the old premises where the one room was so crowded once in a while, that the barbers had trouble moving around due to the lack of space. The customers were waiting right behind the barbers, with only one or two meters space between. Now, in the new premises, there is a clear space for waiting customers and a clear space for customers being served. The interior decoration of the shop is modern and light, and neutral of its colors.

The staff of the barbershop is also a resource. Nina Jussinoja has been running the business since 1998, for 17 years. Some of the customers prefer only to be served by Nina herself, which expresses how skillful she is. In addition to the manager of the shop there are two full-time employees and one half-time employee.

Opening hours of the shop can be considered a resource. The shop is open on Tuesday to Friday from 08:30 to 17:00, and on Saturdays from 08:00 to 13:00. Many customers work until 16:00, which means they still have time to come to the barbershop before they head home after work. However, in case the working days do not suit ones timetable, the shop is open also on Saturdays.

One more resource for the shop is the good, loyal customer base. As mentioned before, the shop has been existing since 1963, owned by Nina Jussinoja since 1998. There are many old-generation customers that have always used the services of this one shop. These customers are the true diamonds of the shop, and they keep up reputation by always returning, and hopefully by word-of-mouth too.

The shop also holds products for sale. These products can also be considered as resources. These resources could be utilized more efficiently to work as a strength for the business. The product discounts are advertised in shop only. Technology can be utilized for marketing of these products. In this case, on the websites and social media. The shop has websites, which are old-fashioned and could be updated to work as strength. Otherwise, Barbershop Nina Jussinoja has very little technology in use. The only technology the business needs daily is haircut machines, blow dryer and a cash register. This technology is, of course, vital to the business, but doesn't create competitive advantage as the customers do not pay attention to those factors.

Current marketing mix

The product of Barbershop Nina Jussinoja is a service, haircuts and beard-shaves without appointments. The customers are served on a principle of waiting in line. Fast and of quality service is required for the product. The price range can be considered to be from low to medium price. Compared to the competitors the prices are a bit lower or the same. The hair products that are for sale are low priced compared to

normal retail prices, which can be used as an advantage in marketing. The place is in the heart of Rauma, next to bus station where there is a lot of traffic and parking space. Promotion activities have been little to none. Current, small websites exhibit everything needed, but they do not build the image in a positive sense. The websites are very simple, which can be a strength, but the design is very old-fashioned. Barbershop Nina Jussinoja has paid very little attention to marketing. The marketing activities have mainly been focused on the promotion on existence of the business. There has been no planning in the background, and no clarification of the target group.

7.2.2 External

Hairdressing business

Hairdressing businesses' services have been under a lot of pressure during the last eight years due to changes in value added tax. The Finnish government announced to begin a trial in 2007, to lower the value added tax of hairdressing services from 22% to 9%. This trial's purpose was to increase the demand of the particular services and create more jobs in the field of business. Unfortunately, too many businesses did not lower their services' prices, but instead took the extra income due to lower taxes. Thus, the demand for hairdressing services did not increase and no more jobs were created significantly enough.

The trial ended in 1st of January in 2012 and the value added tax was increased from 9% to 23%. This rise in tax expenses combined with the recessions' effects on demand, many hairdressing businesses have filed for bankruptcy or have started selling services under the counter. In the beginning of 2014, in attempts to fight the grey economy, Finnish government announced to undertake the method of mandatory receipts of services sold to customers. This means that the hairdresser is obligated by legislation to offer a receipt of the service to the customer. This has led to a situation that, under the pressure of the effects of high value added tax and decreasing sales, many hairdressers have quit their businesses, but have not stopped working. There are more and more "home barbers" which offer their services with much lower price,

due to fewer expenses. This is, of course, illegal and worsens the situation of the legal field of business even more, when customers are switching from legal, higher priced services to illegal, lower priced services. In August 2015 the Finnish government announced to liberate the opening hours of services businesses, including the hairdressers. This creates more competitive advantage for the legal businesses against the grey economy in terms of being able to serve the customers during evenings and Sundays too.

Furthermore, the economic situation of the world and the euro-area is definitely a threat. The hairdressing services are one of those “luxuries” people first start eliminating from their expenses when their economic situation worsens. Customers still use the services, as the hair grows, but fewer times per year. The field of business is cyclically sensitive and prone to be effected by the economic crisis. One of the threats in hairdressing business is that, due to high competition, the entrepreneurs do not get either start-up-money or financial support from organizations, such as Women Entrepreneurs of Finland. Thus, more hairdressers end up taking private bank loans for the use of their business.

Competition

In Rauma, there are currently two direct competitors to Barbershop Nina Jussinoja. These competitors are Barbershop Viskari Ky and M Room. Viskari offers haircuts without appointments, and hair-dresser services with an appointment. Viskari holds only Facebook-sites, they do not have their own websites. The price-range is approximately the same as Barbershop Nina Jussinoja has. Viskari has got a good reputation in Rauma as it has also been founded in 1963. The business employs 5 hairdressers at the time.

M Room is also a strong competitor. It is the larger barbershop chain in Europe. M Room’s business idea is to offer services without appointments and queuing. Their service offering includes haircuts and beard services and package services. They offer a membership system with platinum, gold and silver membership cards which include different benefits. M Room is strictly only for men and boys. The price range is higher than Barbershop Nina Jussinoja. M Room has good, improved websites

from where customers can check live how many people are queuing currently in the shop. This argues with the business idea which M Room states in their front page, that they offer services without queuing. However, it is a good idea to have the customers informed.

Target group and demand

Rauma is a small city which, like majority of Finnish cities, suffers from migration to Helsinki. Due to recession in Finland, in Rauma the big employers hold co-determination negotiations and fewer jobs are available. This leads to migration to the capital city where there is bigger opportunity to find work. Also, in addition to migration out of the city, there is very little migration in to the city. Due to less employers, the schools in Rauma are one of the biggest reasons why people might move here, majority of them temporarily. Also, in the future, there will be growingly more elderly people in the population of Rauma. This can lead to situation where the case company is due to alter its' target group in marketing.

Current target group of Barbershop Nina Jussinoja is mainly middle-aged men. Everything has been kept simple in the shop, from the beginning of the service, where we do not ask too many, tricky questions, on how the hair should turn out, in case the man in the chair knows exactly what they need. The large amount of "fancy" questions can scare off a middle-aged man, who basically want a quick and easy visit in the barbershop with a neat cut. The demand overall in the current world is that everything needs to be fast and effortless. This is where the manager of the shop has always guided the new employees to; not to make the men sit in the chair for too long. Thus a basic men's haircut is done in 20-25minutes in the shop.

The fashion trends of the product have a big impact on the particular field of business. Not so many years ago it was still fashionable to dye hair and have it cut regularly to keep its' form. Now, in 2015, the most fashionable hair is long, messy, cut very simply and of natural color. This applies to both women and men. People dye their hair a lot less than before, due to fashion and rising awareness of colors' dangerous effects on ones' health. This doesn't affect the shop, because they do not offer

coloring services. Furthermore, growing a beard is also very fashionable amongst men.

7.2.3 SWOT-analysis

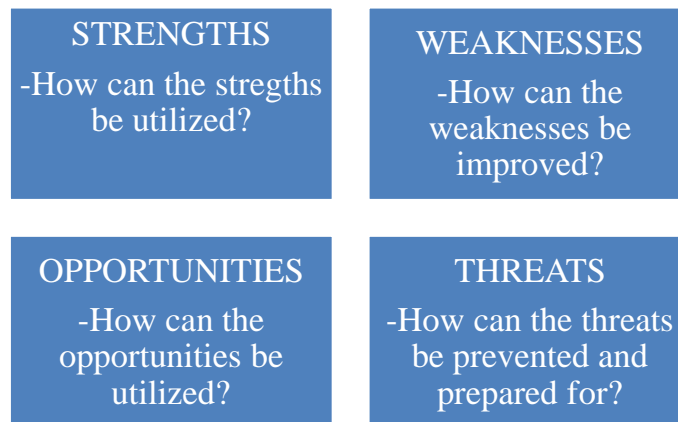
The SWOT-analysis maps the internal resources' strengths and weaknesses and the external circumstances' opportunities and threats of the business in one model. These factors were gone through step by step in the situation analyses above, and the following SWOT-analysis is a summary of the results.

Figure 4. SWOT-analysis of Barbershop Nina Jussinoja.



The purpose of the SWOT-analysis is to help to map the critical factors affecting the business. These factors are then analyzed in the following matter:

Figure 5. Usage of SWOT-analysis.



Strengths

Barbershop Nina Jussinoja has many strengths. The shop is in an accessible location in the center of Rauma. It is located behind the bus station, where there are great parking lots just around the corner. The shop itself is on the ground floor and easy to access with, for example strollers. The waiting space for customers is spacious enough to have the strollers inside the shop while being served. These strengths can be mentioned in the description of the shop, with pictures, in social media.

The price range of the services can be considered affordable. The prices are not tied to the duration of the haircut, unlike in some other barbershops. The cost of the haircut for, for example, women is the same whether it took 20 minutes or 40 minutes. This arrangement leads to fast service, where the barber is not tempted to prolong the service in order to make more money. This unfortunately is the case in some barbershops. Thus the service is fast and easy, where the customer can walk in the shop and receive service always in the same price. These strengths can be utilized in marketing. The pricing arrangement could be brought up either in the price list or in the description of the price list.

More sales can also be generated by marketing of products. The product range of the shop should be described in social media, so that the customers could, for example, plan beforehand to buy a certain product in connection with a hair cut.

Weaknesses

The weaknesses of the shop can be improved by marketing communication planning. This thesis is conducted because of the lack of marketing of the shop. Barbershop Nina Jussinoja has only few, if any, marketing activities. The current websites are old-fashioned and are not in line with the shops wanted image. These weaknesses can be improved by implementing and utilizing the marketing communication plan. The plan can only contribute to positive results when used correctly.

Opportunities

Liberation of the opening hours in the hair business can be considered as an opportunity. In August 2015 the Finnish government announced to liberate the opening hours of services businesses, including the hairdressers. By utilizing wider opening hours the shop could engage more customers, whose timetables are never suitable with the timetable of the shop.

Current fashion trends are Barbershop Nina Jussinoja's external opportunities. The fashion trend now is that people dye their hair less, and the emphasis is on the haircuts. Furthermore, men's fashion trends include growing a beard. Barbershop Nina Jussinoja offers beard trim services. This should be brought out in marketing activities by advertising that the shop is focused only on haircuts and beard trims.

Threats

There are many barbershops in Rauma area, perhaps due to the school which is located here. There is a lot of competition and little inhabitants. Luckily, the exact business idea of Barbershop Nina Jussinoja is not very commonly used in the other shops, and especially not in the nearby area of the shop.

Grey economy was described thoroughly in the analysis of the last chapter. Grey economy can be fought against by, for example, liberation of opening hours, which can create competitive advantage for the legal businesses against the grey economy in terms of being able to serve the customers during evenings and Sundays too.

Migration out of Rauma and recession have a direct impact on all businesses in Rauma. People consume less in the economic situation we are in. That is one of the reasons why the marketing communication plan is created; to bring the existence of the shop out and enhance the image of the shop so that it would be more attractive to customers.

7.3 Choosing strategy

Segmentation, targeting, positioning

At the moment, the clientele of the shop is inherited from the previous owners. Based on the six years of experience of the shop, I would roughly estimate that 70% are men, 20% are women and 10% are children. Out of male-customers, I would say that 80-100 year-old customers could be approximately 10%, 60-80 year-old customers could be 30%, 40-60 year-old could be 40% and 20-40 could be 20%. Out of the whole clientele, multicultural customer's proportion would be approximately 5%.

In conclusion of the external situation analysis made before in the target group and demand-chapter, the shop's target market at the moment is middle-aged men and they are offered fast and easy haircuts and beard trims. These attributes can be appealing to other potential segments also. Segmentation can be made for many groups of possible customers. In the case of Barbershop Nina Jussinoja, the need is only for one segment described next.

The need for effortless service is growing especially amongst busy, working men and women with families. In segmentation process, user-based consumer characteristics describe the buyer, and the buyer in this segment would be 20-40 year-old working man, perhaps with families. Product-related behavioral approach asks the question

“Why do they purchase?” and in the case of this particular segment would be that they buy for the low price and high quality, thus they are low-cost oriented. Their consumption patterns are strong to medium, where they buy often. The perceived benefit of buying the service is service and also image. The aim of the marketing communication plan is to make this segment brand-loyal. This working, busy, young man would bring his whole family to the shop after he has first tried it himself.

In targeting the company chooses the segments which it can best serve and the chosen segments can be ranked in priority order for marketing attention. Since, there is only one segment for the Barbershop Nina Jussinoja, which is 20-40 year old working man, perhaps with family, this kind of ranking method is unnecessary. After ranking, it is decided which marketing mixes are used for which segments. In Barbershop Nina Jussinoja, undifferentiated marketing is the method used. Undifferentiated marketing means that the company is targeting one segment with one marketing mix.

Strategic marketing mix

Strategic marketing mix is assessed to match the strategy and they are assessed in a way that answers the question “how?” The four P’s of the marketing mix are product, price, place and promotion. In this case, where the intention is not to make a marketing plan, but to make a marketing communication plan where the promotion is the key P, there is no need for assessing the other P’s of the marketing mix. Thus, the question “how?” is answered only for one P; promotion. The strategic promotional decisions are made on how to implement them. In this case the strategy is to increase promotional activities by engaging to social media and making better websites with the connections to the social media platforms that are created for Barbershop Nina Jussinoja.

7.4 Setting objectives

The third step of marketing communication planning process is setting objectives. This is the first step of operational marketing planning. They answer the question

“What?” They are short-term goals which are determined on grounds of the strategy. Before creating a concrete marketing communication plan, companies need to know what their objectives are.

The main objective of new marketing communication plan for Barbershop Nina Jussinoja is to create more visibility for the shop and change it's online presence and image, and by that, change the image of the shop. The objectives for the promotion mix for the segment of 20-40 year-old working men are described from the point of view of two channels decided when choosing strategy; websites and Facebook.

The purpose of the objectives is to engage current customers and acquire new ones by updated content in websites and social media. Barbershop Nina Jussinoja's premises, interior decoration, staff and their skills are modern and up-to-date. All the main building blocks for the wanted image are there, but it is not conveyed in marketing activities. The websites of Barbershop Nina Jussinoja are not in line with the physical shop, and thus need to integrate. The new marketing communication activities, which are described more in detail later in chapter 7.4.2, will integrate the visual look of the interior of the shop to the visual look of the websites and social media of Barbershop Nina Jussinoja.

The primary aimed outcome of new marketing communication is increased sales in both services and products. The amount of sales can be measured in income, and Nina Jussinoja is the one who can make these measurements. The secondary aimed outcome is to increase the visibility of the shop. The development in visibility will be measured only in Facebook, because Facebook will be the place where the updates are posted. The updates will automatically appear on Barbershop Nina Jussinoja's website. The measuring of the development will be conducted with Facebook Insights, which is described later in this chapter.

7.4.1 Survey

A customer survey was conducted on October 2015. The purpose of the survey was to study the online behavior of the customers of Barbershop Nina Jussinoja. The ob-

jective was to find out what kind of information the customers of the shop looked for and wanted look for online, and which channels they use online. Also, the survey was conducted for finding out what channels the customers would want to use when looking for information of the shop. The survey is in the appendix number eight.

There were 13 answers to the survey. The survey was handed out to customers on Saturday, when the shop is open only five hours. The respondents were of following ages; nine men in age of 19, 35, 35, 42, 43, 46, 48, 50 and 56, three women in age of 25, 30 and 37 and one who forgot to answer which gender or age he or she was. Three out of all respondents had visited the websites of Barbershop Nina Jussinoja and they were looking for opening hours and contact information. Two out of all respondents had visited Barbershop Nina Jussinoja's Facebook page and they visited out of curiosity.

Ten respondents answered to most likely use websites when finding information of the shop and the reasons for choosing websites were that the search engines found them easily and all the relevant information they wanted to find were there. Four respondents answered to most likely use Facebook when finding information of the shop and the reason was that they used it a lot otherwise too and that one used Facebook for marketing his own company and was keen on seeing how other companies use Facebook. None of the respondents would use Twitter for finding information about Barbershop Nina Jussinoja.

The information they wanted to find out was the contact information, opening hours, prices and learn of different haircuts in Barbershop Nina Jussinoja's online channels. In case the respondents wanted to ask something from Barbershop Nina Jussinoja, nine respondents would use phone, two respondents would use e-mail, two respondents would use Facebook and eight respondents would stop by the shop.

The conclusion can be made out of the responses that very few in the current target group use internet as the main source of information. They prefer mostly to use phone or stop by at the shop. When they do use internet, they prefer using firstly websites and secondly Facebook. No-one of the respondents used Twitter or indicated interest in using it in this context. Thus, based on the survey and discussion with

Nina Jussinoja in October, the decision was made to focus only on the websites and Facebook, and leave Twitter out. The reason for leaving Twitter out of the thesis and marketing activities is that the updating of websites and Facebook takes enough resources, and based on the survey the customers are not interested in using Twitter for finding information or following Barbershop Nina Jussioja. Instead, websites and Facebook are the channels that the customers would use for this purpose. However, Twitter can be employed later on, in case Barbershop Nina Jussinoja later finds it useful.

7.4.2 Creating the promotion mix channels

Promotional activities put the offered product out to the target market, giving the potential customers information on values which the offered product or service stands for. (Chaffey & Smith 2013, 14) The image that Barbershop Nina Jussinoja wants to convey is that it is a barbershop for everybody, but especially for people who require fast and easy service, however of high quality. The visual look of the shop needs to be in line with the visual look of the online channels and the marketing communication activities online in order to convey the wanted image. The wanted result is that the promotional activities convey to the audience that Barbershop Nina Jussinoja is professional and modern and the service is of quality. Multicultural customers are taken into account by translating the websites to English language.

Websites

The old websites of Barbershop Nina Jussinoja are very simple. There are only two pages on the websites; the homepage and a page for prices. The content is restricted to the necessary information only and the layout is very simple and old-fashioned. There is only one picture of the shop from the outside. The old websites are in the appendix number one.

The existing websites can be updated or simply create new ones. I have decided to go with the second option, where I have used Wix.com as the platform. Wix is an online platform where anyone can create modern websites easily. The platform holds hun-

dreds of ready-to-use templates from professional to personalized styles. The creation of own websites doesn't require any special skills, such a coding or design. The websites are created by choosing the template of interest and building it by drag and drop-tool. The websites can be created for traditional internet version and mobile version too.

Wix also holds a variety of apps and feature to be added on the websites. The most relevant apps that are used in the websites of Barbershop Nina Jussinoja are the different social media connection apps; Facebook-apps and Twitter-apps. Furthermore, through Wix it is possible, but not mandatory, to connect the Wix-websites to an existing domain, in this case parturirauma.com. This feature is not free of cost. After the websites are created, it is possible to enter key word for search engine optimization. (Website of Wix 2015)

The content of the new Wix-websites include everything needed and a bit more. The content displays all the relevant information on the websites homepage; the barber-shop's name and business idea, place, contact information and opening hours. The homepage has direct links to the Facebook page of Barbershop Nina Jussinoja. Home page is introduced in appendix number two. The next page is the page where there is further information of the shop. History is shortly described as well as the current premises and services. All customers all welcomed to visit the shop. Also the product-offering is described. This page is in the appendix number three. The next page of that is the page for prices, which can be found in the appendix number four. All these pages most relevant information is translated to English on the last page, which makes it easier for foreign customers to get to know to the shop before first visit. This page is in the appendix number five. Appendix number six displays the menu where you can make the sites mobile-optimized. The new websites of Barbershop Nina Jussinoja are now mobile optimized, which means that they are easy and fast to use with a mobile device too. The content of these mobile sites is exactly the same as described above.

Usability and structure of the websites are designed carefully. The main emphasis is on the easiness of navigating on the websites. There are not too many pages to the websites, but not too little either. The main contents are categorized as following:

homepages include all the important facts, the description of the shop is on its own page and the prices are on their own page. There is no chance for a viewer to get lost on the websites. When compared to the old websites, there is more content on the new websites and it is structured more logically. On the old websites all the information and description was put on the homepage. It was easy to read, but was a bit too plain. “Ajatonta parturipalvelua”, which is translated to “timeless barber service”, is a slogan that is used by MRoom. It is displayed on their window, and having the same slogan would give an unwanted impression of Barbershop Nina Jussinoja. Furthermore, search engine optimization is easy to create in Wix.com. One only needs to fill in the words to the box where SEO is asked. There is no need to put any more effort to SEO.

The Facebook posts of Barbershop Nina Jussinoja are integrated with the websites so that the Facebook updates will appear on the websites. The layout of the app is that on the websites the viewer can see the most recent Facebook posts by Barbershop Nina Jussinoja. By clicking any of the posts that appear on the websites, the viewer is directed to the Facebook page of Barbershop Nina Jussinoja. It is clearly stated above the app that clicking it will direct the viewer to Facebook, so that that it doesn't come as a surprise.

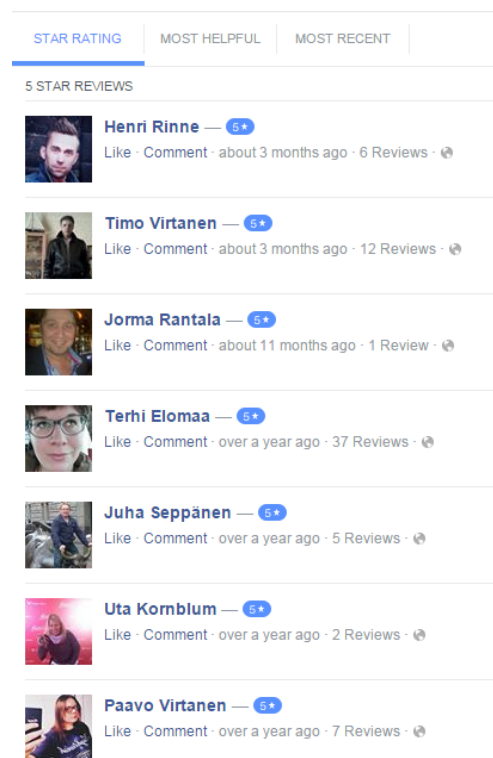
Aesthetics are implemented in accordance to the showcase of the shop and the colors used inside the shop in, for example, towels and furniture. The headlines are of bigger font and are the same font style as the name on the window of the shop. Furthermore, the body text is the same font style as the smaller text on the window of the shop. This consistency creates a neat impression and is easy on the viewers' eye. It contributes to the purpose of the plan; to integrate the visual look of the marketing activities.

Facebook

Since Barbershop Nina Jussinoja is a small business, marketing communication activities need to be cost-efficient. Creating a Facebook page and marketing in it is free of cost. That is one of the main reasons why Facebook is chosen to be the main marketing channel. Marketing communication in Facebook is made very easy. Custom-

ers can directly contact the company and Nina Jussinoja can give a direct answer. Facebook brings the company closer to the customer, which is what is aimed to happen in this case. Facebook account was created by me and Nina Jussinoja for Barbershop Nina Jussinoja in May 2014. Since then, the pages have gathered 109 likes and 7 reviews on a scale of 1-5 “stars”. All seven reviewers gave Barbershop Nina Jussinoja 5 stars.

Figure 6. Reviews on Facebook page of Barbershop Nina Jussinoja.



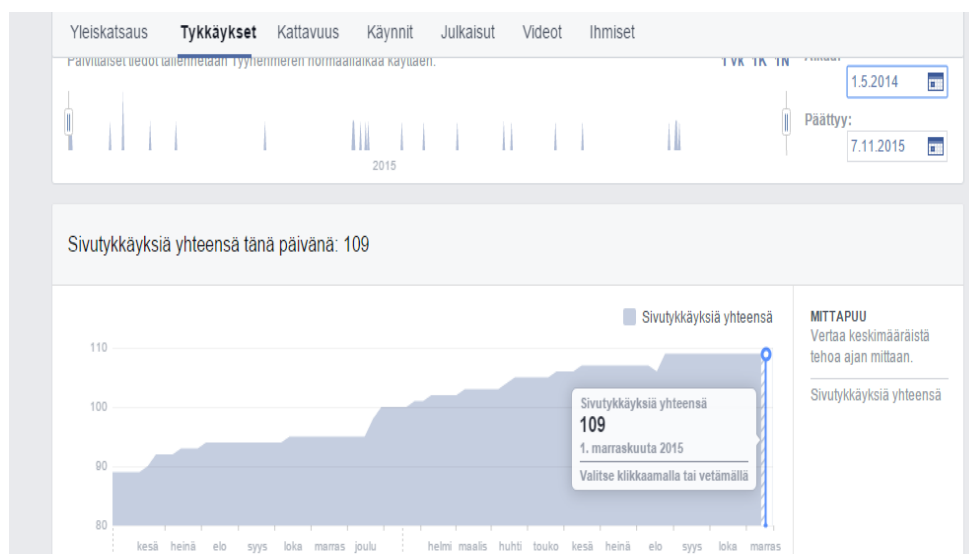
The Facebook page of Barbershop Nina Jussinoja displays all the main information on the About-site. About-site includes a small overview of the company, contact information, a map, opening hours and a link to Barbershop Nina Jussinoja’s websites.

Figure 7. Description of Barbershop Nina Jussinoja on Facebook.

PAGE INFO	
Address	Tehtaankatu 6, 26100 Rauma, Finland
Hours	Tue-Fri: 8:30 am-5:00 pm Sat: 8:00 am-1:00 pm
Short Description	Parturiliike ilman ajanvarausta.
Long Description	<p>Liikkeessämme palvelee kolme ammattitaitoista parturia. Palvelemme ilman ajanvarausta ja kaikki asiakkaat ovat tervetulleita meille; miehet, naiset ja lapset. Palveluihimme kuuluvat hiustenleikkut ja -pesut ja parran muotoilut. Palveluhinnaston löydät kotisivuiltamme.</p> <p>Liikkeemme on palvellut vuodesta 1963 lähtien, alunperin linja-autoaseman kiinteistössä. Liike on toiminut nykyisellä omistajalla vuodesta 1998 lähtien ja muutimme nykyisiin toimitiloihimme toukokuussa 2012.</p>
Phone	02-8224344
Website	http://www.parturirauma.com

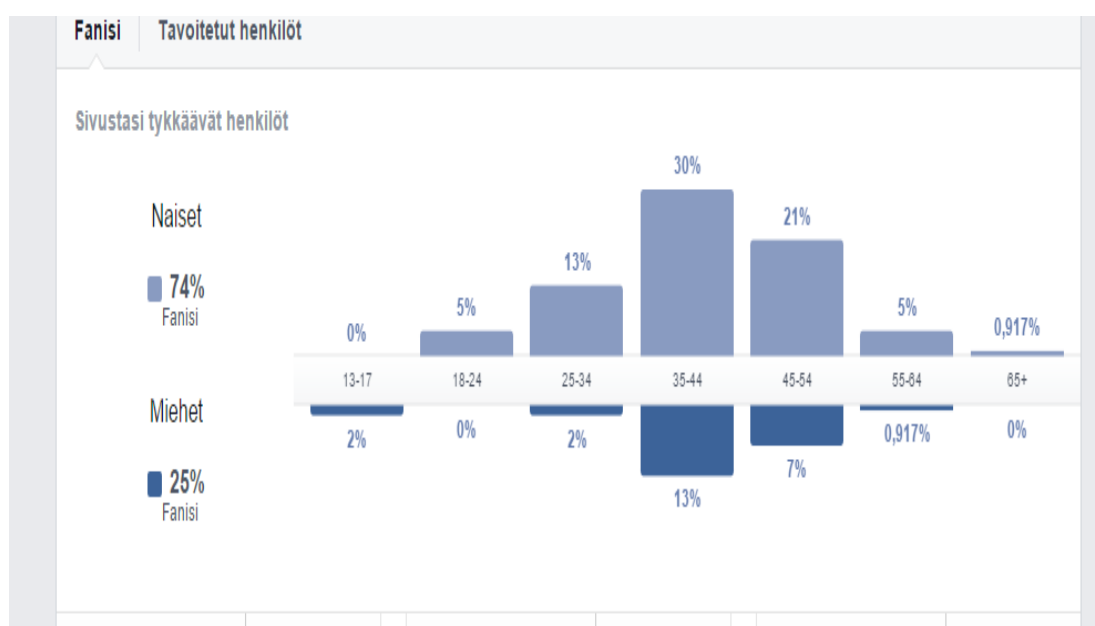
From Barbershop Nina Jussinoja's Facebook page's Insights one can see different charts of viewers activity in different types of charts. Below the likes of the page are displayed in chart. There can be seen that there are 109 likes since May 2014 until this day in November 2015.

Figure 8. Facebook Insights: likes.



The chart below displays the gender and age of the people who have liked the pages of Barbershop Nina Jussinoja. It can be seen that, surprisingly, there are more women than men who have liked the pages. Due to these results, the marketing communication activities should be altered to target both men and women in the age group of 20-40 year-old. The marketing communication plan for Barbershop Nina Jussinoja will be described more in detail in chapter 7.5. The new target group is taken into account in the new activities.

Figure 9. Facebook Insights: gender- and age deviation of the likers of the page.



The important step in planning Facebook marketing communication is to plan the posting style. The Facebook posts should all have value for the customer. Therefore, in the physical marketing communication plan, which is in the next chapter, there will be a theme for each month during six months. It is easier to create value to the posts when there is set beforehand a framework. These themes with detailed contents are described in chapter 7.5.1 Monthly themes.

A timetable helps in implementing more regular posting. Following a timetable ensures that there isn't too much time between posts. When we created the pages together step by step, I advised Nina to post to the pages regularly. Since then she has been posting approximately once every three months. The posting on Facebook should be even more regular than it has been since May 2014. According to Harju

(2014.) a good time between posting would be at least once a week. Click-through rate on Facebook is the highest in the afternoon between 13.00-16.00. Usage of Facebook is minimal on weekends before 08:00 and after 20:00. Usage is at it's highest on Wednesdays at 15:00. (Harju 2014.)

The Facebook posts of Barbershop Nina Jussinoja are integrated with the websites so that the Facebook updates will appear on the websites. This feature helps Barbershop Nina Jussinoja in engaging new customers. When a viewer uses search engines to find Barbershop Nina Jussinoja, the websites appear on the search results first, and Facebook pages come second. Naturally, viewers tend to click on the first link more often than the second. When directed to the websites, Facebook link is on the first page with the slideshow of the latest posts by Barbershop Nina Jussinoja. Seeing the posts act as an invitation to check out what is more on the Facebook page.

Advertisement

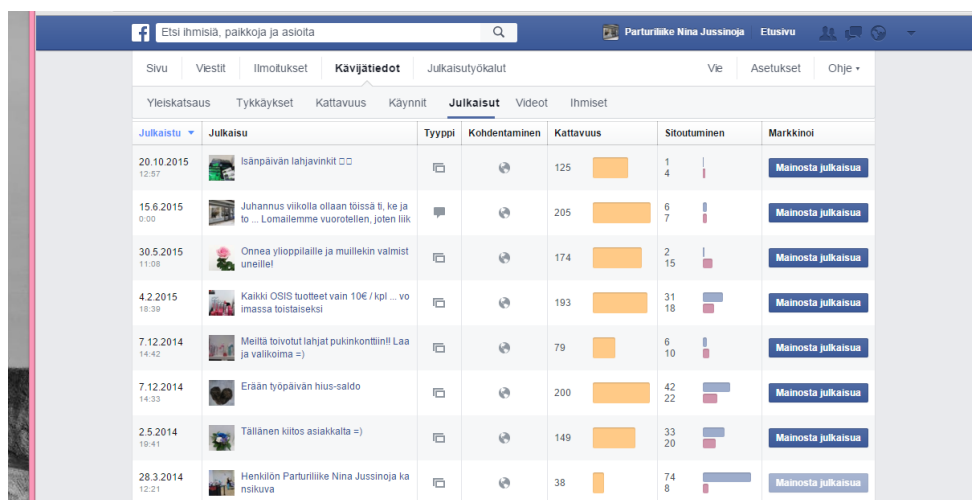
In addition to the promotion channels and calendar plan, I have created an advertisement for Barbershop Nina Jussinoja. The advertisement displays all the relevant information of the shop. The aesthetics follow the same line as the websites and interior of the shop; colors and fonts are the same. This small advertisement can be used for example in magazines or other printed media, for example as a new business card. The advertisement is in the appendix number seven.

7.5 Calendar plan

After the process of marketing communication planning is done, the last step is to elaborate the physical marketing communication plan. In this case, it is decided to elaborate a marketing communication plan for next six months, starting from December 2015 and ending to May 2016. The reason for choosing this timetable is that in my opinion Christmas season would be an excellent time to start marketing activities. Christmas is the most commercialized holiday of the year, and consumption of goods and services is at its highest. It is good to end the marketing plan to May just before summer holidays start.

In the new marketing communication plan, there will be one theme for one month, for total of six months. One theme will be introduced on the first day of the month. In order to remind the customers of the offer, it will be promoted once a week on Mondays at the same time, so that the customers learn to anticipate an offer at that time. Also, on Mondays the shop is closed and Nina Jussinoja would probably have more time to focus on marketing activities.

Figure 10. Current visibility of the recent posts of Barbershop Nina Jussinoja.



All the following themes can be followed in Facebook Insights. Above can be seen eight most recent posts that have been released before the marketing communication plan. The orange graph describes the reach of the post in terms of how many people have seen the post. The blue graph describes the amount of likes and the purple graph describes the amount of comments to the post. The new marketing communication themes should be followed on Facebook Insights and promoted more often in case the posts do not seem to reach many viewers.

7.5.1 Monthly themes

In December 2015 the theme of Facebook marketing will be gift cards. The content of the Facebook post will be that when a viewer likes the pages of Barbershop Nina Jussinoja, Nina will draw lots amongst all of the “likers” and the prize will be a gift card for haircut and perhaps a product of choice. The gift card can be used as a

Christmas present to someone special. After Christmas, the same theme will continue. Customers are encouraged to make a New Year's promise to get a haircut more often. The prize will be again a gift card. "Tee uudenvuodenlupaus! Käy useammin parturissa!" Before the holidays, Barbershop Nina Jussinoja will of course wish the customers merry Christmas and happy New Year in separate post.

In January 2016, after customers have spent all their money in Christmas and New Year, the target group of 20-40 year-olds with children will be targeted with an offer. The customers are encouraged to bring their kid to the barber for a haircut. Kids under 12-years-old get a haircut with 20%-discount for the whole month.

In February, the theme of the month will be winter and winter holiday. There will be fresh shrove buns, coffee and juice for the whole winter holiday week eight. This is when the new target group of 20-40 year-olds with families are most commonly on vacation. There will be discounts in some certain products, decided by Nina. A suggestion for the product would be products from Bio +- series. These product are promised to heal and treat hair- and scalp problems, such as dryness and dandruff. These are common problems for Finnish people during winter and the Bio +- product could be promoted as a solution.

In March the theme will be around men's products. 3D Men- series will be promoted in Facebook pages. There will be a lottery in Facebook and the prize will be a 3D Men product package. The viewers are encouraged to share the post in order to be in the lottery.

In April, the theme of the month will be beard. Bearded men are offered with a discount of prices in beard or moustache trimming with machine or scissors. The discount will be 10 % from the original prices.

In May, the theme of the month is mothers and later the theme will be summer. This month the Mothers day in 8th of May will be the first theme. On the first day in May, Barbershop Nina Jussinoja will promote that all mothers who come to the shop with their children will get 50 % off the normal price of women's haircut on Saturday 7th of May. On Monday 9th of May, Barbershop Nina Jussinoja will switch the summer

mode on and customers are encouraged to come to shop and get their summer look updated. The last offer of May is Bonacure Sun-products are in discount.

8 CONCLUSION

The research method used in the thesis was action research. This implementation method was suitable for the research, because creating the marketing communication channels and the content in them requires creativity. When creating something entirely new, there are numerous points of checking what has been done and, based on the results, altering the creation again. This is the key point of action research method.

In the thesis and the process of creating it, I have taken numerous steps back and forth. The original topic of the thesis was to create a marketing plan. However, due to the reason of not intending to alter the business idea, environment or offering of Barbershop Nina Jussinoja, but only the communication methods it was recommended to change my topic for a marketing communication plan.

In the process of creating a marketing communication plan, I created websites and Facebook pages for Barbershop Nina Jussinoja. The intention was to create Twitter pages also, but due to the results of the small survey that was conducted by me in October 2015 and discussion with Nina Jussinoja, it was decided to leave Twitter out from the plan. Another point of change was when I saw the analyses of the Facebook pages of Barbershop Nina Jussinoja in Facebook Insights. Originally the new target group was decided to be 20-40 year old working men with families. Based on the Insights results, it was decided to change the new target group to 20-40 year old working families. Thus the new marketing communication plan and the six-month campaign is directed to both genders of the age group.

There have been many changes along the way of writing the thesis. Below is a summary of the happenings along the way that have led the thesis to its current form.

- May 2014: Facebook pages were created and advice for Nina Jussinoja was given about how to use them and how to post and update the pages.
- September 2015: the subject of marketing plan is changed to marketing communication plan.

- October 2015: a survey was conducted for the customers of Barbershop Nina Jussinoja.
- October 2015: the decision to leave Twitter out was made. The decision was made based on the results of the small survey. No-one of the customers that answered the survey used Twitter. Also, Nina Jussinoja didn't feel like Twitter was needed for the marketing activities of the shop.
- November 2015: new websites for Barbershop Nina Jussinoja were created. The new websites reflect the interior of the physical shop and the Facebook activities are shown on the websites. Thus the marketing activities are now integrated.
- November 2015: a checkpoint with Nina Jussinoja. The new websites and Facebook were checked whether they responded to Nina Jussinoja's expectations. The Facebook Insights were checked, and on the basis of the results it was decided not to limit the new target group to only men, but women also. Thus the new target group that was considered when creating the six month marketing plan is 20-40 year-olds with families.

The process of writing this thesis was relatively long, and it took a lot of analyzing before reaching the actual result: the marketing communication plan for Barbershop Nina Jussinoja. However the planning and improvement does not end here, but it will continue also in the future. The implementation of the six months marketing communication plan will probably be refined by Nina Jussinoja, as she decides herself the very detailed actions and what products and services will be exactly promoted. The writer strongly recommends implementing the marketing communication actions described in this thesis, either in its current form or refined form. In this way the barbershop Nina Jussinoja will get more visibility among its existing customers and potential new customers. Improving marketing communication will also help barbershop Nina Jussinoja to maintain its competitive position in Rauma.

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Parturiliike Nina Jussinoja

Hiustenleikkuut ilman ajanvarausta!




Ajatonta parturipalvelua Raumalla

Liikkeemme on palvellut vuodesta 1963 lähtien, alunperin linja-autoaseman kiinteistössä. Liike on toiminut nykyisellä omistajalla vuodesta 1998 lähtien ja muutimme nykyisiin toimitiloihimme toukokuussa 2012.

Avoimna:
ma suljettu
ti-pe 8.30-17.00
la 8.00-13.00

[Hinnasto](#)

Tehtaankatu 6 26100 Rauma | 02-8224344

Untitled Page - Google Chr...
www.parturirauma.com/hinnasto.html

PALVELUMAKSUT

Hiustenleikkaus	24.00/27.00€
Kranssi	16.00/20.00€
pitkien hiusten tasaus	14.00€
Niskan siistiminen	10.00€
Otsahiukset	9.00€
Hiusten pesu	6.00€
Pesu ja föönaus	20.00€
PARTA / VIKKSET	
Parran muotoilu	8.00€ / 11.00€
Viiksien muotoilu	4.00€
KONELEIKKAUS	
3mm tai alle	10.00€
5mm tai yli	12.00€
LAPSET	
Hiusten leikkaus (alle 12-v.)	19.00€
Hiusten leikkaus (13-15-v.)	21.00€
Otsahiukset	8.00€

hinnat sisältävät alv.n 24%

APPENDIX 2

The image shows two screenshots of a Wix website editor in preview mode for a hair salon. The browser tabs include 'My Account | Wix.com' and 'Wix HTML Editor'. The URL is 'editor.wix.com/html/editor/web/renderer/edit/cb42035e-f000-4796-9cc9-bc4005959b36?metaSiteId=57fcf00b-7321-434e-8bba-53e192426b71&editorSessionId=CC4D...'. The top navigation bar has 'Home', 'Parturiliike Nina Jussinoja', and 'More' links, along with a 'Create a WIX site!' button.

Top Screenshot: The main content area features a large image of a pair of scissors. Below it is a dark teal banner with the text 'Parturiliike Nina Jussinoja' in a white script font. Underneath the banner, the text reads 'Hiustenleikkuut ilman ajanvarausta' and '-Parturipalvelua vuodesta 1963-'. To the right is a photograph of the salon's storefront with a sign that says 'PARTURI'.

Bottom Screenshot: This view shows a different section of the website. It features a white box with the text '-Parturipalvelua vuodesta 1963-' and a table of opening hours: 'Avoinna: Ti-Pe 08:30-17:00, La 08:00-13:00'. To the right of the table is the address 'Tehtaankatu 6, 26100 Rauma' and the phone number '02 8224344'. Below this is a section titled 'Seuraa meitä Facebookissa!' with three social media posts: 'Juhannus viikolla ollaan toissa ti, ke ja to ... Lomaillemme vuorotellen, joten liike auki koko kesän =)', 'Onnea ylioppilaille ja muillekin valmistuneille!', and 'Kaikki OSIS tuotteet vain 10€ / kpl ... voimassa toistaiseksi'. A 'Create a WIX site!' button is visible in the top right corner of the preview area.

APPENDIX 3

My Account | Wix.com | Wix HTML Editor

editor.wix.com/html/editor/web/renderer/edit/cb42035e-f000-4796-9cc9-bc4005959b36?metaSiteId=57fcf00b-7321-434e-8bba-53e192426b71&editorSessionId=CC4D...

Back to Editor Preview Mode

Home Parturiliike Nina Jussinoja More Create a WIX site!

Parturiliike Nina Jussinoja

Parturiliikemme on palvelut vuodesta 1963 lähtien, alunperin Rauman linja-autoaseman kiinteistössä. Liike on toiminut nykyisellä omistajalla, Nina Jussinojalla, vuodesta 1998 lähtien. Liike muutti uuteen, tilavaan ja ilmastoituun toimitalaan linja-autoasemaa vastapäätä toukokuussa 2012.


Parturiliikkeessämme palvelee kolme ammattitaitoista parturia ilman ajanvarausta. Palveluihimme kuuluvat hiustenleikkut ja -pesut sekä parann muotoilut. Meille ovat kaikki asiakkaat lämpimästi tervetulleita ; niin miehet, naiset kuin lapsetkin.

Palvelemme asiakkaitamme jonotus-periaatteella. Odotustiloissamme on aikakausilehtiä moneen makuun. Lapsille löytyy myös omat lastenkirjat ja -lelut, joiden parissa ei käy pienenkään aika pitkäksi.

Kattavaan myyntituotevalikoimaamme kuuluvat seuraavat:

- Schwarzkopf-muotoilutuotteet ja 3DMen-tuotteet miehille
 - Osis-muotoilutuotteet
 - Bonacure-pesu- ja hoitotuotteet
 - Cutrin Chooz-muotoilutuotteet
- Cutrin Chooz-muotoilutuotteet
- Bio+ -tuotesarja hiusten ja hiuspohjan ongelmiin
- Sim Seven- pesutuotteet

Lämpimästi tervetuloa käymään!



This site was created using WIX.com. Create your own for FREE >>

17:29 7.11.2015

My Account | Wix.com | Wix HTML Editor

editor.wix.com/html/editor/web/renderer/edit/cb42035e-f000-4796-9cc9-bc4005959b36?metaSiteId=57fcf00b-7321-434e-8bba-53e192426b71&editorSessionId=CC4D...

Back to Editor Preview Mode

Create a WIX site!

17:30 7.11.2015

APPENDIX 4

My Account | Wix.com | Wix HTML Editor

editor.wix.com/html/editor/web/renderer/edit/cb42035e-f000-4796-9cc9-bc4005959b36?metaSiteId=57fcf00b-7321-434e-8bba-53e192426b71&editorSessionId=CC4D...


Preview Mode

Home Parturiliike Nina Jussinoja More Create a WIX site!

Hinnasto

Hinnasto
In English

Palveluiden hinnat sisältävät ALV:n 24%



This site was created using WIX.com. Create your own for FREE >>

My Account | Wix.com | Wix HTML Editor

editor.wix.com/html/editor/web/renderer/edit/cb42035e-f000-4796-9cc9-bc4005959b36?metaSiteId=57fcf00b-7321-434e-8bba-53e192426b71&editorSessionId=CC4D...

Preview Mode

Create a WIX site!

LEIKKUUT	
Hiuksen leikkaus	25.00/29.00€
Kranssi	17.00/21.00€
Pitkien hiusten tasoitus	15.00€
Niskan siistiminen	10.00€
Otsahiuukset	9.00€
PESU	
Hiuksen pesu	6.00€
Pesu ja föönaus	20.00€
PARTA / VIKKSET	
Parran muotoilu	
Koneella	8.00€
Saksilla	11.00€
Viiksen muotoilu	4.00€
KONELEIKKAUS	
3mm tai alle	11.00€
4mm tai yli	13.00€
LAPSET	
Hiuksen leikkaus (alle 12-v.)	20.00€
Hiuksen leikkaus (13-15-v.)	22.00€
Otsahiuukset	8.00€

This site was created using WIX.com. Create your own for FREE >>

17:31
7.11.2015

APPENDIX 5

The image shows two screenshots of a Wix website editor. The top screenshot displays the homepage for 'Barbershop Nina Jussinoja'. The page features a navigation bar with 'Home', 'Parturihike Nina Jussinoja', and 'More' links. The main content includes a title in a cursive font, a paragraph about the shop's history, three paragraphs of text describing services and waiting policies, and a list of business hours.

Barbershop Nina Jussinoja

Barbershop Nina Jussinoja has been serving in business since 1963, originally in the bus station building in Rauma. The business has been owned by Nina Jussinoja since 1998. The shop moved to new, spacious and airconditioned premises across the street of the bus station in May 2012.

There are three professional barbers in our shop. Our service offerings are haircuts, washing and beard trims without appointments. All customers are more than welcome to our shop; men, women and children.

We serve our customers on the principle of waiting in line. There are magazines for many tastes in our spacious waiting area. For children there are toys and books in order to keep the little ones busy while waiting.

We are open for business as following:

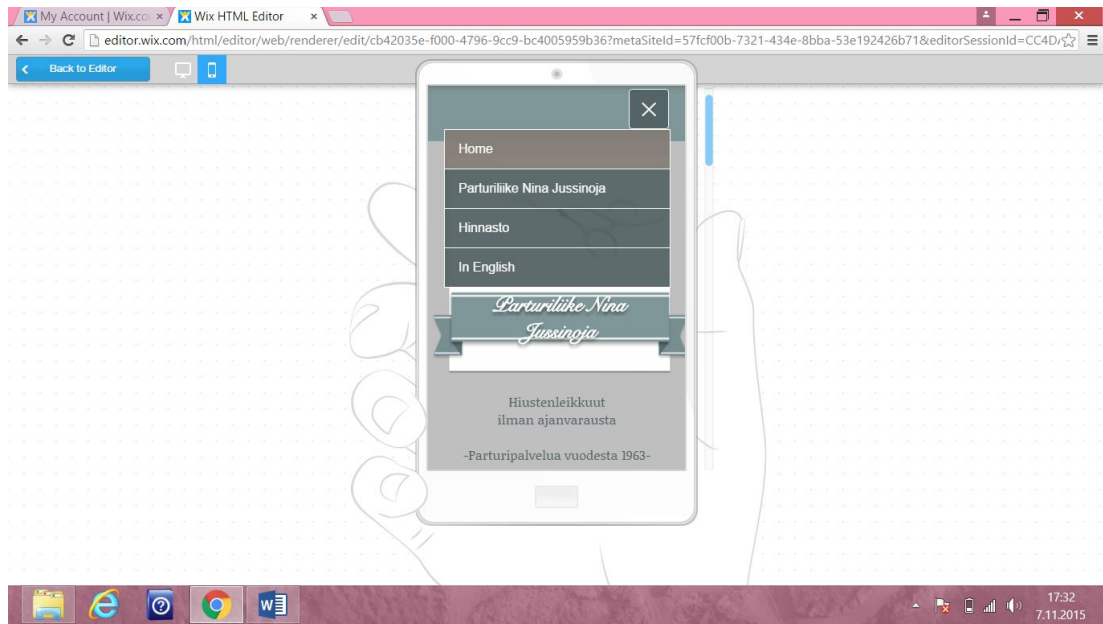
Tu-Fri	08:30-17:00
Sat	08:00-13:00

The bottom screenshot shows the 'Our Prices' page. It features a title in a cursive font and a list of services with their corresponding prices in Euros.

Our Prices

HAIRCUTS	
Basic haircut	25.00/29.00€
	17.00/21.00€
Trimming long hair	15.00€
Trimming neck line	10.00€
Bangs	9.00€
WASHING SERVICES	
Wash	6.00€
Wash and blow-dry	20.00€
MOUSTACHE/BEARD	
Beard trim with	
Machine	8.00€
Scissors	11.00€
Moustache trim	4.00€
MACHINE CUTS	
3mm or less	11.00€
4mm or more	13.00€
CHILDREN	
Haircut (under 12 year-old)	20.00€
Haircut (13-15 year-old)	22.00€
Bangs	8.00€

APPENDIX 6



Parturiliike Nina Jussingja
-Parturipalvelua vuodesta 1963-



Tehtaankatu 6
26100 Rauma
02-8224344
www.parturirauma.com

Löydät meidät myös Facebookista!



ASIAKASKYSELY Olen: Mies/Nainen Ikä_____

1. Oletko käynyt Parturiliike Nina Jussiojan kotisivuilla?

- Kyllä
- En

2. Jos vastasit "Kyllä", miksi kävit ja löysitkö mitä halusit?

3. Oletko käynyt Parturiliike Nina Jussiojan Facebook-sivuilla?

- Kyllä
- En

4. Jos vastasit "Kyllä", miksi kävit ja löysitkö mitä halusit?

5. Mitä tietoa haluaisit löytää Parturiliike Nina Jussiojan

- kotisivuilta_____
- Facebook-sivuilta _____
- Twittistä_____

6. Mitä seuraavista käytät mieluiten kun etsit tietoa liikkeistä?

- Kotisivut
- Facebook-sivut
- Twitter

Miksi?

7. Mitä seuraavista tavoista käyttäisit jos haluat kysyä Parturiliike Nina Jussiojalta jotain?

- Puhelin
- Sähköposti
- Facebook
- Tulet käymään