Developing marketing materials and displays: a case study of Baltic Trade Consulting Oy

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This study was commissioned by Baltic Trade Consulting Oy, a company specialized in whole-sale in Finland. Baltic Trade Consulting was founded in 2007 and is owned and run by Seppo Ojanaho.

The objective of the research is to find out how the marketing materials and displays of Baltic Trade Consulting could be developed in order to best attract the attention of customers. The desired outcome is for Baltic Trade Consulting to increase sales due to the improvements in their marketing materials and displays.

The knowledge base focuses on in-store marketing, promotion and product display. Research was conducted in the form of a structured interview to determine the development need for the marketing materials and displays of Baltic Trade Consulting. Both qualitative and quantitative research methods were utilized. The results of the rating scale questions were analyzed by cross tabulating and chi-squaring the data to find out the dependence of the variables. The results of the open questions were analyzed by thematic analysis and coding.

According to the results, customers consider the marketing materials for the products of the company to be non-existent or too simple in many stores. Therefore, more marketing materials, such as totems and shelf tags are needed. In addition, the white displays should be replaced with colorful ones. The displays should be colorful in order for customers to notice them. Display cards could be used to help create vividness in the display.

Table of contents

1   Introduction

The attitudes of customers define the types of products that they want to purchase. However, what they end up purchasing may be completely different to what they had originally expected. In-store marketing is the main way for a store to present its products. Up to 80 % of purchasing decisions are made in the store. Therefore, in-store marketing plays a major role in the purchasing decisions of customers. In-store marketing consists of marketing materials, displays, endcaps, and other means that stores utilize in order to compete in the retail sector. (Parantainen 2008, 228)

1.1   Background

This study was commissioned by Baltic Trade Consulting Oy, a company specialized in wholesale in Finland. Baltic Trade Consulting was founded in 2007 and is owned and run by Seppo Ojanaho.

Currently, Baltic Trade Consulting has a stable B-2-C customer base. However, their aim is to gather new potential customers in stores in order to increase sales. Therefore, the aim of this study is to find out how the current marketing materials and displays could be developed to attract the attention of customers. Especially, Nord Clean, the company's own product line is in the need of better visibility in the store. The desired outcome is for Baltic Trade Consulting to find a way to develop their marketing materials and displays in a way that would enable them to increase sales and attract new customers.

1.2   Case company Baltic Trade Consulting Oy

Baltic Trade Consulting Oy is a small sized company with high expertise and knowledge in well-known international and Finnish brands. The aim of the company is to offer customers products of good quality at a reasonable price, as well as consumer friendly packaging.

Baltic Trade Consulting helps develop and build the sales organization of retail and catering trade in Estonia, Latvia and Lithuania. The company imports many well-known brands to Finland and transports them into stores. In addition, Baltic Trade Consulting offers consulting services for companies and provides assistance in contract negotiations with retail chains. (Nord Clean 2015)

Baltic Trade Consulting sells and distributes a wide range of products ranging from cleaning products to groceries. In addition, Baltic Trade Consulting has its own product line called Nord Clean which consists of hygiene products, detergents and other cleaning products. The

products of the company are sold in stores such as, Kyläkauppa Veljekset Keskinen, Saiturin Pörssi and Pick N Pay.

1.3   Objective and research question

The main objective for this thesis is to find out how the marketing materials and displays of Baltic Trade Consulting Oy could be made more attractive to customers with limited resources. Therefore, the focus is specifically on the wholesale sector of the company. The idea was to get the point of view of the B-2-B sector, meaning for instance personnel of the stores instead of the opinions of consumers. These people are professionals in their field and they have a good understanding of in-store marketing. In addition, they are familiar with the qualities that the marketing materials and displays in the stores should have in order to best attract customers. The following research questions support the objective of the thesis:

1. How can the marketing materials and displays of Baltic Trade Consulting be developed?
2. How to make customers notice the products of Baltic Trade Consulting?
3. What is the significance of good marketing materials?

1.4   Scope and limitations

This study focuses on identifying how the current marketing materials and displays of the case company could be improved. The budget of Baltic Trade Consulting is 7 000 euros for the development of their marketing materials. The budget is relatively small since prices of the products should not rise due to the improvements in marketing materials. The budget and the limited resources are taken into consideration in the scope of this study.

2   Marketing as a process

Marketing is about meeting human and social needs profitably. (Kotler & Keller 2009, 45) As a concept, marketing entails more than only advertising, selling and distribution. All these factors are included in marketing but they are only a part of it. It is important to understand the relationship between these factors when organizing them in companies.

The basis of marketing is not the product, it is rather the market and the demand that is present in the market. Regardless, a company's product decisions create the basis for the other competitive tools, such as pricing, selling, distribution and advertising. With the competitive tools companies strive to achieve commercial success for their products. (Anttila & Iltanen 1998, 12)

2.1 Planning marketing in retail trade

The marketing of retail stores can be divided into two categories: internal and external marketing. Internal marketing is the marketing that takes place inside the store and external marketing is all marketing which happens outside the store. Examples of internal marketing are for instance price posters and product presentation, whereas external marketing consists of for instance advertising and newsletters. Retail stores can be either price or brand-driven, and their marketing is often concentrated in advertising or in public relations. (Adcock & Sullivan 2002, 213) The marketing strategy of retail stores is presented in Table 1 below.

Marketing strategy	Price	Brand
Media, advertising	The primary focus: Price, discounts, availability (a great amount of advertising)	Secondary focus: The tactical use of advertising, sales, opening ceremonies
Public relations	Secondary focus: The internal marketing of a store, the layout of the store	Primary focus: Word of mouth, presentation, service

Table 1: The strategy of retail stores and marketing matrix. (Adcock & Sullivan 2002)

Retail stores emphasize price in their strategy and they use a great amount of media and advertising in their marketing strategy, through which they advertise discounts and sales. The secondary focus is on public relations, which is concentrated in the internal marketing of a store and the layout and less on advertising. Retail stores that focus on brand in their strategy concentrate primarily in public relations, word of mouth and its services and in the way products are presented in the store. Advertising is considered to be secondary and its use is more tactical and well-considered before put into use. (Adcock & Sullivan 2002, 213)

2.2 In-store marketing

In-store marketing includes the advertisements in the store, banners, newsletters and decorations which consist of product advertisement, price advertisement both inside and outside of the store, displays, shelf tags, advertisement on shopping carts and on the floor e.g. stickers, as well as cardboard and plastic pallet edges.

In-store marketing consists of all the different ways that are used to introduce a product to the consumer in the place where it is sold, for instance in a store or on a website. Marketing means handling products and selling them in a retail area and it can be divided into four dif-

ferent stages which are: 1. Planning and building the selection 2. Pricing 3. Promotion and set up 4. Monitoring and supervision. (The Retailing Reader 2008, 216)

In the phase of planning and building the selection, the scope and the quantity of the selection is decided. (Cadeaux 1999, in The Retailing Reader 2008) These decisions should match the decisions in the marketing strategy. When planning the product selection it is important to take into consideration the macro environment, meaning the aspects that retail is not able to influence on its own, like for example seasons and therefore availability. In addition, upcoming changes in the market should be taken into account. Being aware of the changes in the market is important because having a selection of products which consumers do not want is not going to be successful. (The Retailing Reader 2008, 214)

Pricing is one of the most important aspects in retail. However pricing is also challenging. It is difficult to optimize the price so that is suitable for both the consumer and the seller as prices change in a rapid pace. With the price it is possible to achieve a competitive advantage. Pricing can help marketing in many ways. It can for instance help in positioning, create an image of quality or of affordability, or be a way of entering the market. The reduction of oversized warehouses and meeting the prices of competitors are also ways of marketing through pricing. (The Retailing Reader 2008, 215)

The aim of promotion and set-up is to influence consumers in different ways, so they have different functions in marketing. (The Retailing Reader 2008, 21)

Monitoring is an important part of retail marketing because it enables to find out the usefulness of marketing and its possible success or failure. Analyses are made based on the monitoring in order to correct the problems created by the failure. This enables the marketing to be successful in the future. In most cases problems are caused by the lack of products. In this case, monitoring can be used to find out the reactions of customers. One of the most important aspects of monitoring is the analysis of the shelf space, so that it would function effectively. The efficiency of a shelf space can be analyzed for instance, by examining how often the shelf is filled, what kind of visual effect it has or what kinds of promotional possibilities the shelf has. With supervision it is possible to obtain information for the following planning phase. (The Retailing Reader 2008, 217)

2.3   Promotion

An increasing amount of marketing and promotion in retail is done inside the store to increase sales. (Finne & Kokkonen 2005, 436) This can be done in several ways, for instance by offering incentives. Like marketing, promotion helps in segmentation, strategy planning and in in-

creasing sales. In addition, it is beneficial to the brand image. However, promotion is different compared to marketing because it encourages customers to act immediately. The function of promotion can be to add shelf space, extending the sales season, increasing the frequency of purchasing or testing a product. (Schultz & Smith 2004, 2, 4)

Promotion can be either a single case or an ongoing action. A single case refers to one time of purchase or trial, whereas an ongoing promotion needs several purchasing or testing times. Therefore, it often lasts longer. The means of promotion are either price or quality-based or they are designed to raise interest. Price-based promotion gives an opportunity to benefit financially from later purchases, whereas quality-based promotion gives the consumer something tangible, for instance free samples. Promotion that is designed for attracting the attention of consumers means giving out samples and organizing competitions. (Adcock & Sullivan 2002, 213-215).

One of the most important means of promotion is point-of-sale (POS) and point-of-purchase (POP). Both are means of communicating with customers in the store. This includes, for instance posters and displays. They influence directly where the purchasing takes place. POS and POP displays increase the shopping experience and with them it is possible to lead the traffic in the store, as well as organize products between shelves. Both POS and POP are important tools in in-store marketing. They increase the visibility of products and the layout, provide more space for products on the shelves and enable testing for example through food samples. (Chunawallan 2009, 66, 67,127)

2.4   Visual marketing

The majority of the information around people is gathered through vision. As much as 75 % of all communication travels through sight into people's conscious and unconscious awareness. Visual marketing is an area in marketing which complements all the other marketing of a company with visual aids. Therefore, it is important for companies to pay attention to what kind of image they bring to the awareness of customers. (Nieminen 2003, 8)

Visual marketing is the aesthetic set-up and presentation of products, in addition to which different carefully chosen additional materials are utilized. Visual marketing aids the marketing of shelf products. However, visual marketing does not always entail products, it can also be used to activate or stir up emotions. Visual marketing is a way of creating a good shopping experience. However, it should not hinder the mobility of customers in the store. (Chunawalla 2009, 72, 73)

Marketing communication is a part of a company's visual marketing. It is a tool through which businesses can inform customers about their products and services. Marketing communication can be divided into three categories; advertising, promotion and selling. However, visual marketing is considered to relate more to advertising and promotion rather than to selling.

Visual marketing helps to create a positive image of a company and its products. In addition, it helps to visually reinforce the identity and image, as well as create a desire to purchase and make a decision between the company's and competitors' products. (Nieminen 2003, 8-9)

The visual marketing in stores is determined by the organizations marketing decisions. Through visual marketing the wanted image is created for the organization. All this is based on the organization's business idea, marketing plan and on the image that the organization aims to achieve. (Hirvi & Nyholm 2009, 6)

The purpose of the visual image is to draw customers to the store. The shopping environment has an effect on the buying behavior of consumers. An inspiring general appearance is known to increase sales. The purpose of a professional visual image is to enhance the marketing of the company. (Hirvi & Nyholm 2009, 6)

In order for a company to achieve communication that is efficient and goal-directed it is important to have an understanding of different factors so that they can be used correctly. The aim is that the communication is:

- recognizable
- creating a positive company image
- distinctive
- drawing attention and raising interest
- creating willingness for customers to purchase
- activating (Nieminen 2004, 87)

The AIDA-model is commonly used in marketing and advertising to describe what happens when a consumer comes across an advertisement. AIDA comes from the words attention, interest, desire, and action. The model provides an understanding of how to target a market effectively. When planning the marketing communication of a company it is important to consider how to get the attention of customers, how to raise customers' interest, create willingness to purchase the products and finally how to activate the customer to buy the product. (Nieminen 2004, 87)

2.5   Product display

Product display in stores is considered as visual marketing. Showcase and store advertising are efficient ways to promote selling especially in retail. It is important that a company has an image that stands out and is familiar to people. In addition, it is important to get the correct message across to customers. (Nieminen 2003, 156) Product displays that are carefully considered aid the purchasing process of the customer. (Hirvi & Nyholm 2009, 6)

Retail stores have noticed the benefits of having displays in stores. However, it is important to remember that displays do not only affect sales, but they also affect the overview and the space to move in the store. Display styles can be divided into the following categories; open, theme, lifestyle, co-operation, product group, volume and brand. (McGoldrick 2002, 473; Adcock & Sullivan 2002, 146,147)

The aim of an open display is to surround the customer with marketing and get the customer to come near in order to make it possible for them to physically try or taste the product. (McGoldrick 2002, 473; Sullivan & Adcock 2002, 146, 147)

A theme display consists of a certain theme, such as a sports event, concert or a season related theme. (McGoldrick 2002, 473; Adcock & Sullivan 2002, 146,147) For instance, Christmas and Easter are typical seasons for themed displays.

Lifestyle displays are often directed to a certain target group or segment. These types of displays are often used in sports or clothing stores. (McGoldrick 2002, 473; Adcock & Sullivan 2002, 146,147)

Co-operation displays have products that are used together, which often increase sales and the purchasing of the sideline. (McGoldrick 2002, 473; Adcock & Sullivan 2002, 146,147)

Displays with the emphasis on product groups tend to have as many different products from the same product group present on the display. (McGoldrick 2002, 473; Adcock & Sullivan 2002, 146,147)

Displays with great total volume have a large amount of the same product which helps to bring out an image of low prices. Volume displays are often used especially with products that are on sale. (McGoldrick 2002, 473; Adcock & Sullivan 2002, 146,147)

Displays that are based on brand have many products from the same brand. They can be either the stores' own brand or some other brand. (McGoldrick 2002, 473; Adcock & Sullivan 2002, 146, 147)

2.6   Marketing campaigns

Price reductions, giveaways, and events are campaigns, through which it is possible to maintain the interest of customers, as well as increase the average purchase. Products that are on discount for the campaign are placed in noticeable places in the store, like for instance at endcaps that are situated in such places where most customers would pass them. Often products that are part of the campaign are situated in several parts of the store. However, endcaps are the most important for attracting the attention of customers and influencing their decision of purchase.

The goals of a marketing campaign are based on emphasizing and bringing forward communication. Therefore they cannot be measured in capital. A successful campaign reaches the goals that it sets for communication which are: need for a product group, brand awareness, the intention of buying the brand in question, and making the buying easier.

In communication it is possible to emphasize a certain product group, through which the interest of customers is increased, although the communication may not strengthen the brand. Brand awareness means the recognition of the brand which includes both identifying and remembering. In recognition it is important to get customers familiar with the logo or slogan, in order for them to recognize it at the time of purchase. Remembering allows consumers to think about the brand already before the time of purchase. It is possible to alter the attitude towards a brand either to the positive or the negative side. Customers are encouraged to purchase products by drawing their attention with something, for example giveaways or coupons. Purchasing is made easier by for instance having an internet address on the advertisement, so that consumers can obtain additional information about the product and brand to support their decision to purchase. (Sayre 2005, 56, 57)

There are two types of promotion; pushing and pulling. The strategy that uses pushing is helpful for retailers to push the product to consumers. The tactics of pushing include promotion, product presentations, parallel material, teaching and guidance, incentives, cooperation advertising, and competitions. The pulling strategy aims to get consumers to try and use products through encouragement and excitement. The idea is to draw customers by using for instance coupons, samples, warranties and compensations. (Sayre 2005, 63)

The AIDA-model (Awareness, Interest, Desire, Action) can be used to analyze the reactions of consumers towards the advertising of marketing campaigns. According to the model, the consumer travels through each faze. First they find out about the product that is being advertised, then become interested in it, want to have it, and eventually ends up buying the product. However, in the 1960s a new more advanced version was created of the Aida model called DAGMAR (Defining Advertising Goals for Measured Advertising Results), according to which awareness increases while knowledge grows. This leads to positive feelings increasing and to the favoring of a store or a product to begin. (McGoldrick 2002, 441)

Through marketing campaigns it is possible to affect consumers in several ways. According to Stephen King's scale of immediacy, advertising operates in a number of ways which help stimulate action. King related the scale to the following types of advertising:

1. Direct, where the consumer buys the product right after seeing the advertisement.
2. Seek information, where the consumer is stimulated to seek additional information about the product.
3. Relate to own needs, wants, and desires, where the advertisement raises a positive feeling.
4. Recall satisfactions, reinforce/re-order short list, where the consumer is reminded of a good past experience and is encouraged to get them as a customer again.
5. Modify attitudes, where attitudes are modified in a better direction, for instance through research.
6. Reinforce attitudes, where the decreasing of positive experiences and feelings of a certain product or store is prevented. (McGoldrick 2002, 442)

2.7   Endcaps

Areas that enable additional selling, such as endcaps, are areas in the store where it is possible to build displays according to seasons or marketing campaigns. Endcaps are especially important for campaigns since they act as impulse shopping spaces. In addition to creating a price image, with endcaps it is possible to increase average purchase. It is possible to place products in the end caps which have a high deficit in order to display them at a more visible location in the store. (Finne & Kukkonen 2005, 189–190)

Endcaps can be divided into shelves according to their extent of raising interest as shown in Table 2. In a horizontal product display the best place for products is at the level of the head and eyes. However, products that are at level with hands, knees and feet are less noticeable for consumers. This determines the order of precedence of the products on the endcaps.

(Markkanen 2008, 128) The designing of the endcaps is often performed together with the supplier. (Laitio 2012, 6)

Shelf levels	Importance
Head 5	3
Eyes 4	1
Hands 3	2
Knees 2	4
Feet 1	5

Table 2: Shelf levels and their importance. (Markkanen 2008, 128)

The presentation and display of products at the endcaps have an effect on sales, since the more important the place is where the product is situated, the better the sales. The location can have a significantly positive effect on sales, as well as an extremely negative one, as shown in Table 3. Therefore, negotiations about endcaps are held with suppliers. The store as a medium, as well as encouragement for additional selling bring additional value for suppliers. (Markkanen 2008, 128)

From shelf	To shelf	Change in sales (%)
4	1	-60 %
5	1	-26 %
1	4	+40 %
2	3	+12 %

Table 3: The sales of a shelf. (Markkanen 2008, 128)

3 Methods

3.1 Qualitative research method

Qualitative research is a data collection method that utilizes non-numerical data that is received from interviews for instance, whereas quantitative research is a data collection method that utilizes numerical data. (Saunders, Lewiss & Thornhill 2009, 151)

Qualitative research consists of countless approaches and research and analysis methods through which it is possible to gather varied information that can be used to increase knowledge on a specific matter. Qualitative research methods gather data that cannot be de-

fined numerically and the research is rather based on quality than quantity. (Saaranen-Kauppinen & Puusniekka 2006)

The traditional data collection methods for qualitative research are interviews and observation. Interviews are the most commonly used data collection method. In an interview, the interviewer and interviewee discuss the chosen topic in a structured or a broad manner, depending on the interview type. The objective of a research interview is to gather research data and analyze the result to solve the research question. Observation can be used to support the interview. By observation it is possible to notify whether people act the way they claim. (Saaranen-Kauppinen & Puusniekka 2006)

The qualitative research method in the form of a structured interview was chosen for the research because it allows to obtain as detailed information as possible and maximize the dependability of the research. Interviews allow the interviewer and interviewee to engage in a natural conversation and it ensures that no interesting details are left out.

3.1.1   Structured interview

The chosen research method is the qualitative structured interview strategy which is supported by observation. The research questions are supported by theory and they are related to the significance of marketing inside the store. The purpose of the research is to find out how the marketing materials and displays of Baltic Trade Consulting Oy could be developed in order to increase sales.

A structured interview is the most formal interview form and it is equivalent to filling in a questionnaire with guidance. The interview questions are planned in advance and they are posed to all interviewees in the same order, after which the interviewee chooses the most suitable answer option. Often these types of structured interviews also include open questions that can be analyzed in either a qualitative or quantitative manner. (Saaranen-Kauppinen & Puusniekka 2006)

The interviews began with general questions about work status, career length and how long the interviewees had been customers of Baltic Trade Consulting Oy to get background information for later analysis. The following 11 questions had a Likert scale were interviewees were to rate whether they strongly agreed with the statement, agreed, disagreed, strongly disagreed, or had no opinion. The last three questions composed of open questions were the conversation could flow more freely.

3.1.2   Interviewees

Altogether six people participated in the interview. All the interviewees excluding one were B-2-B customers of Baltic Trade Consulting. The interviewees consisted of managers, department supervisors, company representatives and sales people. The career length of the interviewees ranged from 13-31 years and the length of being a customer of Baltic Trade Consulting ranged from 0-5 years.

The interviewees were chosen systematically from all over Finland in order to get an idea of the opinions of all customers, not only of the customers in the Helsinki region. The answers came from stores all over Finland such as, Veljekset Keskinen, Pick n Pay and Häijään Säästömarket.

The number of interviewees was determined by saturation. Meaning that, when no new information relevant to the research was obtained from the new interviewees, it was considered that enough data had been gathered. Therefore, there was no need for additional interviews.

3.2   Data analysis methods

A non-parametric analysis method in the form of cross tabulation was selected for analyzing the answers of the rating scale questions. The answers of the rating scale questions were first categorized into numbers to form categorical data. This enables the data to be statistically analyzed with statistical analysis programs. In this research, Microsoft Excel was used to calculate the relationships, as well as create figures which show the results.

Cross tabulation can be used to analyze groups which are independent from each other. Often, the frequency per one cell explains the relationship between the variables accurately. However, in this study also the percentage values are shown to show the relationships more clearly. (Metsämuuronen 2004, 133)

A cross tabulation analysis method the chi-square test is used to explain whether the correlation between the variables is statistically significant, so that it can be stated that there is a relationship between the variables. The starting point of the research is called the null hypothesis, meaning that there is no significant difference between the expected and observed frequencies. Chi-square is calculated with the following formula:

$$X^2 = \sum_{i=1}^{n} \frac{(O_i - E_i)^2}{E_i}$$

Figure 1: The chi-square formula. (Tutorial: Pearson's chi-square test for independence 2008)

Where

O_i represents the observed frequency of a specific cell

E_i represents the expected frequency in the same cell

The degrees of freedom are calculated with the following equation:

df=(number of cells on rows)*(number of cells on columns - 1)

The value for p is then calculated based on the degrees of freedom. The value for p is the probability of the test results occurring due to chance alone. (Metsämuuronen 2004, 135)

If the value for p is < 0.05 or lower, it means that there is a statistically significant relationship between the variables. Therefore, the null hypothesis is rejected and the hypothesis of the relationship is accepted. In order to get exact results the frequency should not be less than five. This fact should be taken into consideration since the sample size of this research is only 6. (Saunders, Lewis & Thornhill 2009, 450)

The answers of the open questions were analyzed by thematic analysis and coding. The analysis of the open questions began with transcribing the answers of the interviewees and then reading them over again to get a profound perspective of the data. There were three open questions which the interviewees answered freely.

When processing the open questions the answers were divided into three categories A, B and C. From each response, words and sentences were listed on a separate piece of paper after which it was read several times to determine the relevance towards the research topic and theory of the thesis. Words or sentences that had the same or similar meaning were organized to form their own groups. These groups where then analyzed carefully.

After processing the data, it was then coded with the support of the knowledge base of the thesis. However, the coding was done without any clear assumptions. Thematic analysis was used as an analysis method because it was suitable for this research.

4   Results

4.1 Presenting data

4.1.1 Rating scale questions

The first set of questions that were asked from the interviewees were rating scale questions where the opinions of the interviewees were asked for. A statement was presented and the interviewees were to choose the best alternative. The response alternatives were strongly agree, agree, disagree, strongly disagree or undecided.

The first statement was: The displays of Baltic Trade Consulting attract the attention of customers. 33.33 % of the interviewees replied undecided, 16.67 % strongly disagreed and 33.33 % disagreed. Only 16.67 % of the interviewees agreed with the statement.

The majority of the interviewees felt that the displays of Baltic Trade Consulting do not attract the attention of customers. The responses to the first statement suggests that changes need to be made to the marketing materials so that they would be more noticeable by customers.

The second statement was: Enough displays are distributed in the stores by Baltic Trade Consulting. 33.33 % of the interviewees replied undecided, 50 % agreed and 16.67 % strongly agreed with the statement. The answers suggest that the amount of displays in stores is ideal at the moment.

The third statement was: The color of the displays has a significant effect on sales. Currently, the displays of Baltic Trade Consulting are white. 83.33 % of the interviewees strongly agreed with the statement. However, 16.67 % disagreed.

All in all, the majority of the interviewees strongly agreed that the color of the displays has a significant effect on sales. The answers state that making the displays of Baltic Trade Consulting colorful would be a good idea. Colorful displays would help increase sales and attract the attention of customers better than the white displays.

The fourth statement was: In-store marketing is an important part of the functioning of the store and 100 % of the interviewees strongly agreed. The answers suggest that in-store marketing is very important and more attention should be paid towards it. Therefore, in order to increase sales, marketing materials and displays should be developed.

The fifth statement was: Customers notice the marketing materials of Baltic Trade Consulting in the store. 33.33 % replied undecided. 33.33 % of the interviewees disagreed and 16.67 %

strongly disagreed. Only 16.67 % agreed with the statement. The answers show that generally customers do not notice the marketing materials of Baltic Trade Consulting.

The sixth statement was: Enough marketing material is presented in the store by Baltic Trade Consulting. 50 % of the interviewees replied undecided and 50 % disagreed with the statement. The answers state that Baltic Trade Consulting should provide more marketing materials to stores.

The seventh statement was: The marketing material in stores is useful (totems, floor tapes etc.). 50 % of the interviewees strongly agreed with the statement. 16.67 % agreed with the statement and 33.33 % disagreed. All in all, the majority of the interviewees considered marketing materials such as totems and floor tapes to be useful in stores. The answers show that marketing materials are beneficial for marketing inside the store.

The eight statement was: Product presentations would significantly increase sales. 50 % of the interviewees agreed with the statement and 33.33 % strongly agreed. However, 16.67 % strongly disagreed. All in all, the majority (83.33 %) of the interviewees considered product presentations to significantly increase sales with only one interviewee strongly disagreeing. The answers suggest that product presentations would have a positive effect on sales. Although, the price may become a problem. The only interviewee who strongly disagreed with the statement was the one with the longest career. This may suggest that the interviewee has more experience on the matter. Product presentation may not in fact be the most suitable mean to increase sales of this particular product range since the products are price driven.

The ninth statement was: Selling the products of Baltic Trade Consulting directly from a truck outside the store would be a good idea. 33.33 % of the interviewees agreed and 16.67 % strongly agreed with the statement, while 16.67 % disagreed and 16.67 % strongly disagreed. 16.67 % replied undecided. All in all, the majority of the interviewees considered selling the products of Baltic Trade Consulting directly from a truck outside the store to be a good idea.

The answers state that selling products from the truck outside the store would be profitable for the company. However, two interviewees disagreed with the statement. The length of their careers may have an effect on their opinion, since they most likely have more experience on the matter. The flow of customers inside the store is a lot greater than that of outside the store which may lead to the sales being smaller outside the store compared to the inside. Often customers are in a hurry and therefore want to do all their shopping in one place and queue at only one check out instead of two. In addition, the selling of products off the truck outside the store employs at least one person, which may also become a barrier regarding the price.

The tenth statement was: A Nord Clean euro market would contribute to the sales of the products. 50 % of the interviewees agreed and 33.33 % strongly agreed with the statement, while 16.67 % disagreed. All in all, the majority, excluding one interviewee considered the Nord Clean euro market to contribute to the sales of the Nord Clean products. The answers suggest that the Nord Clean euro market would be beneficial considering sales. Products sold at a low price allows them to be sold at larger quantities. Therefore, leading to the increase in sales.

The eleventh statement was: The campaigns of Baltic Trade Consulting change at a good pace. 50 % of the interviewees agreed with the statement, while the other 50 % did not have an opinion. All in all, the majority of the interviewees considered the campaigns to change at a good pace. However, 50% of the interviewees had no opinion concerning the matter. This may be due to the fact that the interviewees have been customers of Baltic Trade Consulting for a short amount of time or are not a customer at all. Therefore, they may not be familiar with the changing of the campaigns.

4.1.2 Open questions

The first open question was: What is good about the current marketing materials used in the stores by Baltic Trade Consulting? The appearance of the packaging of the products received praise and some said that the packaging had improved. The simplicity of the marketing materials was considered positive, as well as the fact that there are enough displays for many products. However, some questioned whether there were any marketing materials. Especially, in the detergent section there are no marketing materials and none has been provided.

The second open question was: How could Baltic Trade Consulting develop their current marketing materials? The marketing materials were considered too simple by many interviewees. The displays received a great deal of critique as well. It was said that the display cardboards could look better and draw more attention. The displays should be colored and there should be enough totems. Colorful displays would be better for sales. However, the price may become an obstacle since the price should not rise significantly because of this. Some said that the white color is good. However, advertisements are needed at the front and on the sides of the displays.

Many interviewees brought up the fact that the products that are at the bottom of the display remain hidden when the top layers are sold. Solutions for this were presented by the interviewees. One suggestion was that the opening in front of the display which is teared should either be lower or in two parts. First the top could be teared and after a few layers have

been sold, the cardboard could be ripped lower so that also the products at the bottom of the display would show. Another idea would be to add a bluff base to the displays. As a result, the last layer would not remain so low or unnoticed, before the next consignment arrives.

Another development idea that was mentioned were display cards. Display cards with a colorful image of the product where the price is shown would be a good idea. It could be packed ready in the display. This would create vividness in the display.

One interviewee had a suggestion concerning the Nord Clean hand soaps. Since the raspberry and mango hand soaps sell best, there could be more of those flavors available compared to others.

The third open question was: Name the 1-4 most important marketing materials that in your opinion would increase the sales of Baltic Trade Consulting. Several interviewees considered tags on the shelves with a message to the consumer and fancier display cardboards to increase sales. All in all, better looking and colorful displays with a clear message to the consumer were considered to help increase sales. Display cards which go behind the display and totems were mentioned several times. Another suggestion was that the displays should have pictures or advertisements of the product. A tag on the shelf which entails a product or sales message to the consumer is most useful because it can be put up in all stores at the edge of a shelf. Displays for the hand soaps were wished for. Decorative displays that do not take too much space were considered to be good.

4.2 Data analysis

4.2.1 Interpretation of rating scale questions

In the data analysis section, two variables that are predicted to have a relationship are cross tabulated and the chi-square test is calculated with Microsoft Excel. Cross tabulations of 2X2 and 3X2 are used in the data analysis in order to present the results more clearly. This means that the dependence of two variables are studied at a time in each cross tabulation.

In the first case, the dependence of work status was studied with the statement asking whether color of displays has a significant effect on sales. This relationship was studied because it was assumed that interviewees in higher work positions may have varied opinions compared to those in lower positions. The statement in the interview was: The color of the displays has a significant effect on sales. The answer options for all the statements were: 1. Strongly agree, 2. Agree, 3. Disagree, 4. Strongly disagree, 5. Undecided. The deviation is presented in the figure below.

All respondents excluding one considered the color of displays to be important for increasing sales. This supports the fact that the displays that are currently white should be replaced with colorful ones.

The color of displays has a significant effect on sales.	Manager/Department resp.	Sales person/Representative	Grand total
Agree	2	3	5
Disagree	1		1
Grand total	3	3	6

Figure 2: Cross tabulation of the significance of the color of displays and work status.

The color of displays has a significant effect on sales.	Manager/Department resp.	Sales person/Representative	Grand total
Agree	66,67 %	100,00 %	83,33 %
Disagree	33,33 %	0,00 %	16,67 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 3: Cross tabulation of the significance of the color of displays and work status in percentages.

When the answers were cross tabulated and chi-squared X^2=1.20 giving rarity in X^2 distribution with degrees of freedom df=1 is p=0.403, as shown in Table 4 below. This means that there is 40.3 % probability that this deviation is due to chance alone. As the limit for a statistically significant difference is $p < 0.05$, the null hypothesis is accepted. Therefore, it can be stated that there does not exist a dependence between work status and the significance of the color of displays.

	Value	df	p
Chi-square	1.20[a]	1	0.403
N of valid cases	6		

a. Expected count less than five 100 %.

Table 4: Chi-square test of the significance of the color of displays and work status.

The non-dependence of the opinions of the color of displays with work status is a positive outcome, since it shows that there is no bias in the answers regarding work status. Interview-

ees in both superior and in lower work positions considered colorful displays to be important in increasing sales. Only 33.33 % of the interviewees in a superior position disagreed with the statement.

The second variable relationship studied, whether there is a connection between the career length of the interviewees and the significance of the color of displays. This setting was tested because the assumption was that interviewees with more work experience would consider the colorfulness of the displays more important. The relationships are represented in Figures 4 and 5 below.

The color of displays has a significant effect on sales.	13-25 yrs.	29-31 yrs.	Grand total
Agree	2	3	5
Disagree	1		1
Grand total	3	3	6

Figure 4: Cross tabulation of the significance of the color of displays and the length of career.

The color of displays has a significant effect on sales.	13-25 yrs.	29-31 yrs.	Grand total
Agree	66,67 %	100,00 %	83,33 %
Disagree	33,33 %	0,00 %	16,67 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 5: Cross tabulation of the significance of the color of displays and the length of career in percentages.

When the answers were cross tabulated and chi-squared $X^2=1.20$ giving rarity in X^2 distribution with degrees of freedom df=1 is p=0.403, as shown in Table 5 below. This means that there is 40.3 % probability that this deviation is due to chance alone. As the limit for a statistically significant difference is $p < 0.05$, the null hypothesis is accepted. Therefore, it can be stated that there does not exist a dependence between the length of career and the significance of the color of displays.

	Value	df	p
Chi-square	1.20[a]	1	0.403
N of valid cases	6		

a. Expected count less than five 100 %.

Table 5: Chi-square test of the significance of the color of displays and the length of career.

All interviewees with the longest career considered the color of displays to be important. All interviewees excluding one, who had less work experience also considered the color to be an important factor in increasing sales. This results supports the fact that displays should be colorful in order to best attract customers and increase sales.

The significance of the color of displays was cross tabulated with the length of being a customer of Baltic Trade Consulting. The relationship is presented in Figures 6 and 7. This relationship was studied, since it was assumed that the interviewees who have been customers of Baltic Trade Consulting the longest would have more experience on the matter. However, it was considered that they were more likely to be biased.

The color of displays has a significant effect on sales.	0-1 yrs.	2-5 yrs.	Grand total
Agree	3	2	5
Disagree		1	1
Grand total	3	3	6

Figure 6: Cross tabulation of the significance of the color of displays and the length of being a customer.

The color of displays has a significant effect on sales.	0-1 yrs.	2-5 yrs.	Grand total
Agree	100,00 %	66,67 %	83,33 %
Disagree	0,00 %	33,33 %	16,67 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 7: Cross tabulation of the significance of the color of displays and the length of being a customer in percentages.

When the answers were cross tabulated and chi-squared $X^2=1.20$ giving rarity in X^2 distribution with degrees of freedom df=1 is p=0.403, as shown in Table 6 below. This means that there is 40.3 % probability that this deviation is due to chance alone. As the limit for a statistically significant difference is $p < 0.05$, the null hypothesis is accepted. Therefore, it can be stated that there does not exist a dependence between the length of being a customer of Baltic Trade Consulting and the significance of the color of displays.

	Value	df	p
Chi-square	1.20ᵃ	1	0.403
N of valid cases	6		

a. Expected count less than five 100 %.

Table 6: Chi-square test of the significance of the color of displays and the length of being a customer.

All interviewees who had been customers of Baltic Trade Consulting for 0-1 years considered the color of displays to be important. In addition, all interviewees excluding one, who had been customers for 2-5 years considered the color to be important.

The connection between the noticeability of the marketing materials was compared with work status. The statement was: Customers notice the marketing materials of Baltic Trade Consulting in the store. The noticeability of the marketing materials was cross tabulated with work status. The relationship is presented in Figures 8 and 9.

Customers notice the marketing materials in the store.	Manager/Department resp.	Sales person/Representative	Grand total
Agree		1	1
Disagree	2	1	3
Undecided	1	1	2
Grand total	**3**	**3**	**6**

Figure 8: Cross tabulation of the noticeability of the marketing materials and work status.

Customers notice the marketing materials in the store.	Manager/Department resp.	Sales person/Representative	Grand total
Agree	0,00 %	33,33 %	16,67 %
Disagree	66,67 %	33,33 %	50,00 %
Undecided	33,33 %	33,33 %	33,33 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 9: Cross tabulation of the noticeability of the marketing materials and work status in percentages.

The chi-square test gives $X^2=1.33$, degree of freedom is df=2 and the probability ratio is p=0.659 as shown in Table 7 below. There is a 65.9 % probability that the deviation would oc-cur alone. The null hypothesis is accepted and there does not appear to be a relationship be-

tween the two variables. This is the lowest level of dependence compared to the other cross tabulations that have been studied.

	Value	df	p
Chi-square	1.33[a]	2	0.659
N of valid cases	6		

a. Expected count less than five 100 %. The minimum expected count is 0.5.

Table 7: Chi-square test of the noticeability of marketing materials and the work status.

The majority of the interviewees in a superior position disagreed with the statement stating that customers notice the marketing materials of Baltic Trade Consulting. It is difficult to explain the low level of dependence. However, it seems that the majority disagreed regardless of their work status.

The dependence of the noticeability of the marketing materials and the length of career is studied in the following cross tabulation. The relationship between these variables is represented in figures 10 and 11 below.

Customers notice the marketing materials in the store.	13-25 yrs.	29-31 yrs.	Grand total
Agree		1	1
Disagree	2	1	3
Undecided	3	1	2
Grand total	3	3	6

Figure 10: Cross tabulation of the noticeability of the marketing materials and the length of career.

Customers notice the marketing materials in the store.	13-25 yrs.	29-31 yrs.	Grand total
Agree	0,00 %	33,33 %	16,67 %
Disagree	66,67 %	33,33 %	50,00 %
Undecided	33,33 %	33,33 %	33,33 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 11: Cross tabulation of the noticeability of the marketing materials and the length of career in percentages.

The chi-square test gives X^2=1.33, degree of freedom is df=2 and the probability ratio is p=0.659 as shown in Table 8 below. There is a 65.9 % probability that the deviation would occur alone. The null hypothesis is accepted and there does not appear to be a relationship between the two variables. This is the lowest level of dependence compared to the other cross tabulations that have been studied.

	Value	df	p
Chi-square	1.33[a]	2	0.659
N of valid cases	6		

a. Expected count less than five 100 %. The minimum expected count is 0.5.

Table 8: Chi-square test of the noticeability of marketing materials and the length of career.

The majority of the interviewees with less work experience agree with the statement. Notable is the fact that the percentage of the respondents who replied undecided is relatively high.

The sixth cross tabulation studies the dependence of the noticeability of the marketing materials and the length of being a customer of Baltic Trade Consulting. The relationship between these variables is represented in Figures 12 and 13 below.

Customers notice the marketing materials in the store.	0-1 yrs.	2-5 yrs.	Grand total
Agree	1		1
Disagree	1	2	3
Undecided	1	1	2
Grand total	3	3	6

Figure 12: Cross tabulation of the noticeability of the marketing materials and the length of being a customer.

Customers notice the marketing materials in the store.	0-1 yrs.	2-5 yrs.	Grand total
Agree	33,33 %	0,00 %	16,67 %
Disagree	33,33 %	66,67 %	50,00 %
Undecided	33,33 %	33,33 %	33,33 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 13: Cross tabulation of the noticeability of the marketing materials and the length of being a customer in percentages.

The chi-square test gives $X^2=1.33$, degree of freedom is df=2 and the probability ratio is p=0.659 as shown in Table 9. There is a 65.9 % probability that the deviation would occur alone. The null hypothesis is accepted and there does not appear to be a relationship between the two variables. Again, this is the lowest level of dependence compared to the other cross tabulations that have been studied.

	Value	df	p
Chi-square	1.33[a]	2	0.659
N of valid cases	6		

a. Expected count less than five 100 %. The minimum expected count is 0.5.

Table 9: Chi-square test of the noticeability of marketing materials and the length of being a customer.

The majority of the interviewees who had been customers of Baltic Trade Consulting for the longest, disagreed with the statement and considered the marketing materials to be unnoticeable. This shows that changes need to be made to the marketing materials in order to make them more noticeable by customers.

The seventh cross tabulation studies the dependence of the amount of marketing materials and work status. The statement is: Enough marketing material is presented in the store by Baltic Trade Consulting. The relationship between these variables is shown in figures 14 and 15 below.

Enough marketing material is presented in the store.	Manager/Department resp.	Sales person/Representative	Grand total
Disagree	2	1	3
Undecided	1	2	3
Grand total	3	3	6

Figure 14: Cross tabulation of the amount of marketing materials and work status.

Enough marketing material is presented in the store.	Manager/Department resp.	Sales person/Representative	Grand total
Disagree	66,67 %	33,33 %	50,00 %
Undecided	33,33 %	66,67 %	50,00 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 15: Cross tabulation of the amount of marketing materials and work status in percentages.

The chi-square test gives X^2=0.67, degree of freedom is df=1 and the probability ratio is p=0.67 as shown in Table 10 below. There is a 41.4 % probability that the deviation would occur alone. The null hypothesis is accepted and there is no statistically significant difference between the amount of marketing materials and work status.

	Value	df	p
Chi-square	0.67[a]	1	0.414
N of valid cases	6		

a. Expected count less than five 100 %.

Table 10: Chi-square test of the amount of marketing materials and work status.

The interviewees in superior positions disagreed with the statement. However, all in all the majority disagreed. This study shows that there are not enough marketing materials provided to the store by Baltic Trade Consulting. Here again the number of respondents replying undecided is significantly high.

The eight cross tabulation studies the dependence of the amount of marketing materials and the length of career. The relationship between these variables is shown in figures 16 and 17 below.

Enough marketing material is presented in the store.	13-25 yrs.	29-31 yrs.	Grand total
Disagree	1	2	3
Undecided	2	1	3
Grand total	3	3	6

Figure 16: Cross tabulation of the amount of marketing materials and the length of career.

Enough marketing material is presented in the store.	13-25 yrs.	29-31 yrs.	Grand total
Disagree	33,33 %	66,67 %	50,00 %
Undecided	66,67 %	33,33 %	50,00 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 17: Cross tabulation of the amount of marketing materials and the length of career in percentages.

The chi-square test gives $X^2=0.67$, degree of freedom is df=1 and the probability ratio is p=0.67 as shown in Table 11 below. There is a 41.4 % probability that the deviation would occur alone. The null hypothesis is accepted and there is no statistically significant difference between the amount of marketing materials and career length.

	Value	df	p
Chi-square	0.67[a]	1	0.414
N of valid cases	6		

a. Expected count less than five 100 %.

Table 11: Chi-square test of the amount of marketing materials and the length of career.

The majority of interviewees with most work experience disagree with the statement. It is assumed that they have more experience in the field and therefore this study shows that more marketing materials need to be provided.

The ninth cross tabulation studies the dependence of the amount of marketing materials and the length of being a customer of Baltic Trade Consulting. The relationship between these variables is shown in figures 18 and 19 below.

Enough marketing material is presented in the store.	0-1 yrs.	2-5 yrs.	Grand total
Disagree	1	2	3
Undecided	2	1	3
Grand total	3	3	6

Figure 18: Cross tabulation of the amount of marketing materials and the length of being a customer.

Enough marketing material is presented in the store.	0-1 yrs.	2-5 yrs.	Grand total
Disagree	33,33 %	66,67 %	50,00 %
Undecided	66,67 %	33,33 %	50,00 %
Grand total	100,00 %	100,00 %	100,00 %
	n=3	n=3	n=6

Figure 19: Cross tabulation of the amount of marketing materials and the length of being a customer in percentages.

The chi-square test gives $X^2=0.67$, degree of freedom is df=1 and the probability ratio is p=0.67 as shown in Table 12 below. There is a 41.4 % probability that the deviation would occur alone. The null hypothesis is accepted and there is no statistically significant difference between the amount of marketing materials and the length of being a customer of Baltic Trade Consulting.

	Value	df	p
Chi-square	0.67[a]	1	0.414
N of valid cases	6		

a. Expected count less than five 100 %.

Table 12: Chi-square test of the amount of marketing materials and the length of being a customer.

The majority of the interviewees who have been customers of Baltic Trade Consulting the longest disagree with the statement. Therefore, the study shows that customers wish for more marketing material in the stores from Baltic Trade Consulting.

4.2.2   Interpretation and thematic analysis of open questions

The open questions were analyzed by thematic analysis. The process of thematic analysis is described in chapter 6.1.3. Four themes were found among the answers; simplicity, lack of marketing materials, attractiveness and colorfulness. In this chapter, each theme is presented and analyzed.

Simplicity

Simplicity was the first theme that stood out from the research data. The theme comprised of the following elements.

Among some interviewees, simplicity of the marketing materials was considered as a positive attribute. However, some considered the marketing materials to be even too simple. Therefore, the simplicity of the marketing materials can be considered to be a negative attribute as they do not attract the attention of consumers efficiently.

Lack of marketing materials

Lack of marketing materials was the second theme that was obtained from the answers of the interviewees. The theme contains the following elements.

The lack of marketing materials was a common opinion that interviewees had. Especially, on the detergent side there are no marketing materials provided. Some interviewees considered there to be enough displays. However, the majority wished for more totems in the store.

Attractiveness

Attractiveness was the third theme that was found. The theme consists of the following elements.

A common response of the interviewees was that the displays should look better, in order to attract customers. Display cards with a colorful image of the product where the price is shown would create vividness in the display. Attention should be paid to the development of the displays since it is important to make them attractive, in order for customers to notice them and buy the products.

Colorfulness

Colorfulness was the fourth theme that was obtained from the responses. The theme includes the following elements.

The lack of color was a similarity in many responses. Currently, the color of the displays is white. Interviewees considered colorful marketing materials to be more noticeable by customers and to increase sales.

The themes were read through and studied multiple times. Similarities were found between the different themes among the answers. The appearance of the similarities of the themes was compared and reflected on the research question. After carefully studying the data, two answer themes were obtained. The first one consisted of the appearance of the marketing materials and the second was related to the amount of marketing materials in the store.

4.3   Dependability of the results

Dependability evaluates whether the process of research is logical, traceable, clearly documented, particularly on the methods chosen and decisions made by the researcher. (Hannes 2011) The dependability of the results rely on several factors. To begin with, the interviewees were carefully selected, since they had to fill certain requirements, for instance work in the field of sales and marketing. The expectation is that the interviewees were suitable for this research, since they were all contacted directly. However, the size of the sample creates limitation to the dependability of the results. Six interviewees took part in the research. If more people would have been interviewed the results would have been more precise.

Especially in the analysis of the rating scale questions the chi-square analysis is not exact because the frequencies are lower than five. The chi-square test approximated statistics of the chi-square distribution. As the frequencies become smaller the approximations become less accurate.

The aim was to target interviewees who are familiar with in-store marketing and with the products of Baltic Trade Consulting. In addition, being a customer of Baltic Trade Consulting was considered important, since the goal was to obtain the genuine views that the interviewees had of the marketing materials and displays of the case company. Only one interviewee was not a customer of Baltic Trade Consulting. However, they were familiar with the company and a specialist in in-store marketing. Therefore, the data gathered should be trustworthy.

5   Conclusions and recommendations

Based on the research, customers consider the marketing materials for the Nord Clean products to be non-existent or too simple in many stores. Therefore, more marketing materials need to be provided. Especially, more marketing materials were wished for the detergents at Veljekset Keskinen. Positive attributes that were mentioned about the current marketing materials included simplicity, appearance of the packaging of the products, as well as the fact that there are enough displays for many products.

According to the results of the research, the current marketing materials are too simple. Especially, the display cardboards could be made more appealing in order to better draw attention to customers. This could be done by providing colorful displays and perhaps even adding a picture of the product on the front and on the sides of the display. Colorful displays with a clear message to the consumer are generally considered to increase sales. However, the price of the products should not rise significantly because of this. The annual additional cost for colorful displays with pictures is approximately 3 200 euros with a volume of 400 displays.

A solution for the invisibility of the products at the bottom of the display would be a bluff base which would make the products that are lower on the display to be noticeable after the products on the top layers are purchased. Another solution would be for the opening in front of the display which is teared to be either lower or in two parts. First the top could be teared and after a few layers have been sold, the cardboard could be ripped lower so that also the products at the bottom of the display would show.

The research shows that display cards behind the displays with advertisement of the product would be beneficial. They could be packed already in the displays. This would help create vividness in the display. Totems and tags on the shelf which entail a sales message to the consumer are also useful and help attract the attention of customers. Shelf tags can be put up in all stores at the edge of a shelf.

The annual cost for the display cards is estimated to be 1 600 euros. A volume of 100 totems annually would cost approximately 2 000 euros and 1000 shelf tags annually would cost approximately 1 500 euros, depending on the material used. In addition, the art work and planning the design of the totems and display cards costs approximately 4 000 euros. Therefore, the additional annual cost resulting from the development of the marketing materials is in total 12 300 euros with VAT 0 %. The sum is considerably higher than the noted budget of 7 000 euros. Therefore, Baltic Trade Consulting should carefully consider which improvements in the marketing materials and display are the most important and which they eventually will implement. A 25 % increase in sales of display is expected due to the improvements in the marketing materials and displays. Therefore, the volume of displays is expected to grow to

500 the following year. All in all, better looking and more decorative displays will help increase sales.

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Figures

Tables

Appendixes

Appendix 1: Interview questions

Interview questions

General questions:

1. What is your work status?
2. What is your company name?
3. What is the length of your career?
4. How long have you been a customer of Baltic Trade Consulting Oy?

Rating scale questions:

Choose the best alternative:
1=Strongly agree, 2=Agree, 3=Disagree, 4=Strongly disagree, 5=Undecided

5. The displays of Baltic Trade Consulting attract the attention of customers.

6. Enough displays are distributed in the stores by Baltic Trade Consulting.
7. The color of the displays has a significant effect on sales (currently white).
8. In-store marketing is an important part of the functioning of the store.
9. Customers notice the marketing materials of Baltic Trade Consulting in the store.
10. Enough marketing material is presented in the store by Baltic Trade Consulting.
11. The marketing material in stores is useful.
12. Product presentations would significantly increase sales.
13. Selling the products of Baltic Trade Consulting directly from a truck outside the store would be a good idea.
14. The Nord Clean Euro market would help increase sales.
15. The campaigns of Baltic Trade Consulting change at a good pace.

Open questions:

16. What is good about the current marketing materials used in the stores by Baltic Trade Consulting?
17. How could Baltic Trade Consulting develop their current marketing materials?
18. Name the 1-4 most important marketing materials which in your opinion would increase the sales of Baltic Trade Consulting in stores?

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