

Marianne Kivikangas

**Marketing plan for export operations in the German pet
care supply market**

Case Karhia Pro

Bachelor's Thesis

Spring 2018

Business and Culture

Degree Programme in International Business



SEINÄJOEN AMMATTIKORKEAKOULU
SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES / HANOVER UNIVERSITY OF APPLIED SCIENCES AND ARTS

Thesis abstract

Faculty: Business and Culture

Degree Programme: Bachelor of Business Administration (Double Degree Program)

Specialisation: International Business

Author: Marianne Kivikangas

Title of thesis: Marketing plan for export operations in the German pet care supply market: Case Karhia Pro

Supervisors: Ville-Pekka Mäkeläinen, Henning Austmann

Year: 2018

Number of pages: 65

Number of appendices: 4

Companies in Finland are recommended to expand their business operations abroad to receive the full potential for their product or service. Entering a new market requires comprehensive knowledge of the target market and its exceptional elements.

This Bachelor's thesis was commissioned by the pet care supply company Karhia Innovations Oy, more precisely for their new product, Karhia Pro. The aim of the thesis was to examine Germany as a target market and to find out how the marketing mix should be adjusted to it.

The thesis contains a theoretical and empirical part. The theoretical part includes environmental elements in Germany concerning business operations in the pet care supply market. Solutions to adjust the business operations to the market are included by using marketing mix. The research method used represents mixed method research, which includes a product testing trial by the target customers. The thesis provides information about Germany as a target market for pet care supply products, as well as an analysis of the target customers, and suggestions for further action for the commissioner company.

Keywords: export, internationalization, Germany, market research, product testing, pet care supply, mixed method research

SEINÄJOEN AMMATTIKORKEAKOULU / HANNOVERIN AMMATTIKORKEAKOULU

Opinnäytetyön tiivistelmä

Koulutusyksikkö: Liiketoiminta ja kulttuuri

Tutkinto-ohjelma: Bachelor of Business Administration (Double Degree-tutkinto)

Suuntautumisvaihtoehto: International Business

Tekijä: Marianne Kivikangas

Työn nimi: Markkinointisuunnitelma Saksan lemmikkieläinten hoitotuotemarkkinoille kohdistuvaa vientiä varten: Case Karhia Pro

Ohjaajat: Ville-Pekka Mäkeläinen, Henning Austmann

Vuosi: 2018

Sivumäärä: 65

Liitteiden lukumäärä: 4

Suomalaisia yrityksiä kannustetaan laajentamaan liiketoimintaansa ulkomaille tuotteen tai palvelun potentiaalin maksimoimiseksi. Liiketoiminnan aloittaminen uudella markkina-alueella edellyttää kattavaa tietoa kohdemarkkinasta ja sen poikkeuksellisista elementeistä.

Tämän opinnäytetyön toimeksiantaja oli lemmikkieläinten hoitotarvikeyritys Karhia Innovations Oy, tarkemmin sanottuna opinnäytetyö on suunnattu heidän uudelle tuotteellensa nimeltä Karhia Pro. Opinnäytetyön tarkoituksena oli tutkia Saksaa kohdemarkkinana kyseiselle tuotteelle ja kuinka markkinointisekoitusta tulisi muokata kohdemarkkinalle.

Opinnäytetyö sisältää teoreettisen ja empiirisen osan. Teoreettisessa osassa käsitellään Saksan liiketoimintaympäristön elementtejä koskien lemmikkieläinten hoitotarvike -toimialaa. Ratkaisut liiketoiminnan sopeuttamiseen kohdemarkkinalle on toteutettu markkinointisekoituksen avulla. Tutkimusmenetelmänä on käytetty monimenetelmätutkimusta, johon liittyen on toteutettu tuotekokeilu kohderyhmälle Saksassa. Opinnäytetyössä selvitetään Saksan potentiaalia kohdemaana lemmikkieläinten hoitotarvikkeille, analysoidaan kohdeasiakkaat sekä esitetään ehdotuksia jatkotoimenpiteille Karhia Innovations Oy:lle.

Asiasanat: vienti, kansainvälistyminen, Saksa, markkinatutkimus, tuotekokeilu, lemmikkieläinten hoitotarvikkeet, monimenetelmätutkimus

TABLE OF CONTENTS

Terms and Abbreviations.....	4
Tables, Figures and Pictures	5
1 Introduction	6
2 Commission	8
2.1 Research problems and objectives	8
2.2 Mixed Research methods: Integrating Data Collection and Analysis	10
2.3 Research ethics	11
3 Case study	12
3.1 Commissioner company: Karhia Innovations Oy	12
3.2 Case product: Karhia Pro.....	12
3.3 Reasons for internationalization	14
4 The overall environment of an international marketer.....	16
5 Uncontrollable elements.....	18
5.1 Political and legal forces	18
5.2 Economic forces.....	20
5.2.1 Pet market in Germany	21
5.2.2 Consumption.....	24
5.3 Competitive structure	25
5.4 Level of technology	28
5.5 Geography and infrastructure	29
5.6 Distribution structure	31
5.7 Cultural forces.....	33
5.7.1 Groomers in Germany.....	35
6 Marketing Mix: 4 P's.....	36
6.1 Product.....	37
6.2 Price.....	40
6.3 Place, distribution.....	42
6.4 Promotion, communication.....	43
6.4.1 Trade fairs.....	45
7 Scientific study of Karhia Pro user experience	48
7.1 Implementation of the study	48
7.2 Background information of the participants	49
7.3 User experience of Karhia Pro	50
7.4 Consumer behaviour of the participants.....	51
7.5 Validity and reliability.....	53
7.6 Results	54
8 Conclusion	56
8.1 Further operations.....	57
BIBLIOGRAPHY.....	58
APPENDICES	65

Terms and Abbreviations

Anthropomorphism

Human characteristics or behaviour to a god, animal, or object.

Economies of scale

A proportionate saving in costs gained by an increased level of production.

CAGR

Compound annual growth rate.

IVH

Industrieverband Heimtierbedarf e.V.

Oy

Finnish abbreviation from “osakeyhtiö”. Describes the business entity, which can be translated to English in “Limited company” or “Ltd”.

ZZF

Zentralverband Zoologischer Fachbetriebe Deutschlands e.V.

Tables, Figures and Pictures

Table 1. Research questions and objectives (Saunders, Lewis & Thornhill 2009)..	9
Table 2. Karhia Pro consumable parts [2 May 2018]	14
Table 3. Largest pet care supply retailers by turnover 2014 (Handelsdaten 2015).	27
Table 4. Technological readiness (International Monetary Fund; World Economic Outlook Database 2017).	29
Table 5. Impact of market/product orientation on new product success (Kleinschmidt & Cooper 1988).....	38
Table 6. Factors with an impact on the buying decisions of participant A	52
Table 7. Factors with an impact on the buying decisions of participant B	52
Figure 1. The International Marketing Task (Cateora, Gilly & Graham 2009).	17
Figure 2. Number of dogs per household during 2014–2017 (Statista 2018).....	22
Figure 3. Wire-haired dogs per thousand citizens by federal states in Germany in 2010 (Statista 2017).....	23
Figure 4. Turnover of pet supplies in Germany during years 2006–2016 (Statista 2017).....	24
Figure 5. Forces of competition (Porter 1979).	25
Figure 6. Industrial distribution structure (Marthur 2012).	31
Figure 7. Cultural dimensions comparison between Finland and Germany (Hofstede Insights 2018).	33
Figure 8. Structure of the Marketing Mix (McCarthy 1960).	36
Figure 9. The most preferred payment methods in Germany 2016 (Statista 2017)	41
Figure 10. Online reviews (Statista 2013)	44
Figure 11. Objectives of trade fair participations (AUMA 2017).	45
Picture 1. Karhia Pro Groomer’s Kit [2 May 2018]	13

1 Introduction

Internationalization and globalization are important topics among every sized company in Finland. Finnish consumers are open-minded and ready to try new products, but Finland as a market area is rather small for some companies and products to achieve the full potential. As nowadays exporting to other countries is easier than ever, especially between European Union countries, it encourages companies to expand their customer base abroad. Germany is considered as the ideal entry country to begin export operations. The location and volume of the market are attracting companies, which plan to expand their business operations. It is also considered that it is easier to expand operations to border countries after having the German markets under control. Marketing strategy is in the front line, when starting to plan the exporting. It is crucial to acknowledge which part does the company and the product have and what would be the most beneficial way to operate in the target area. Even the largest market area and consumer volume does not guarantee success. Sometimes a poorly planned marketing plan can cause more loss in resources than bring profit.

The key point of this study is to introduce the main topics, which any company should study before considering to expand their market area. The structure of the international marketing task, illustrated by Philip Cateora, Mary Gilly and John Graham (2009, 11), is used as the base guideline of this marketing plan to enter the German pet care market. This tool includes marketing mix, as well as the elements of domestic and foreign environment which will affect the company's export plan. Theoretical part is closely adapted to the commissioner company and its product, Karhia Pro.

Karhia Pro is an electronic coat stripper for wire-haired dogs. It is introduced being the first one in the world. Groomers are the main customer segment since at the moment they have to strip the coat of wire-haired dogs by hand. This procedure causes a lot of stress on the hands and acquires a significant amount of time. It is important to study what the most important customer segment thinks about the product and the company, what are their needs and wants, and how the company should adjust the product and services to meet the demands of the target customers in the target area. Most importantly, the overall key point is to determine if there is potential

for the product in Germany. For understanding the entirety of the target market, theoretical information is gathered and analysed concerning the productivity of German pet care industry, target customer behaviour and forecast for the future.

Mixed research methods are implemented by sending the product for a test trial to two experts in the target market. After the trial period, the experts are interviewed via questionnaire. In addition to the background information, participants answer open-ended questions about using the product, as well as close ended questions to investigate their consumer behaviour. Finnish, English and German sources are used in this study to achieve and provide as reliable and up-to-date knowledge as possible. Information is collected from books, internet sources and statistics. Communicating with the participants of the study is made in German. Questions and messages are reviewed by German native before sending. The theoretical background and empirical study provides the commissioner company with study material to acknowledge the differences, challenges and potentiality of the target market.

2 Commission

The author contacted Marko Luoma, the CEO of MT Xport Consultants Seinäjoki. A meeting was arranged on January 12th, 2018. In the meeting, the author and Luoma discussed the interests and skills of the author as well as potential companies for the case study. The author was studying in Hanover, Germany for one academic year in 2016–2017 and is interested in marketing, sales and export operations. The interests and schedules fit together with the plans and goals of the commissioner company, Karhia Innovations Oy. The content of the Thesis was adjusted until the end of January 2018. The main contact person of this commission is the marketing strategist Antti Kaihlanen. The author contacted other employees of the company as well during the study.

Karhia Innovations Oy launched their new product in Finland's biggest dog event on December 7th, 2017. The product called Karhia Pro is the world's first electric coat stripper for wire-haired dogs. The author familiarized herself with the product on a grooming tour on February 1st, 2018 in Seinäjoki, Finland. During the year of 2018, they want to expand their market area to Germany to have larger potentiality for the product. In the following chapters, the research objectives, methods and ethics are introduced. In Chapter 3, further information about the commissioner company and the case product is explained more detailed.

2.1 Research problems and objectives

Market research is a broad concept, according to Mooi, Sarstedt and Mooi-Reci (2018, 2), it can mean the process which gains insight how markets work, refer to a tool in an organization, mean the outcomes of research or it can be a report that offers recommendations. According to Saunders, Lewis and Thornhill (2009, 34), research questions can be used as a base from which the research objectives are created. They state that objectives are more commonly acceptable as confirmation of the researcher's clear understanding about purpose and direction. In the table below, is presented the research questions and objectives of this study.

Table 1. Research questions and objectives (Saunders, Lewis & Thornhill 2009).

Research questions	Research objectives
<ol style="list-style-type: none"> 1. What should be considered by an international marketer when planning marketing strategy abroad? 2. What are the elements and how can company adjust their marketing mix? 3. What is the pet market situation in Germany? 4. What are the demands of the target customers towards the commissioner company and the product? 	<ol style="list-style-type: none"> 1. To introduce the key responsibilities of an international marketer. 2. To define the elements and provide concrete examples. 3. To analyse the pet market in Germany. 4. To provide information about the target customers' needs and wants.

The overall goal is to provide information about what the most important customer segment thinks about the product and the company, what are their needs and wants, and how the company should adjust the product and services to meet the demands of the target customers in Germany. The information about the commissioner company and the product handled in this study are public. Therefore, the topics in this study do not include the ones which would require the company's internal knowledge.

2.2 Mixed Research methods: Integrating Data Collection and Analysis

The commissioner and the author of this study came up with two options to investigate the potentiality and suitability of the product in the selected target market. First idea was to implement a quantitative research by creating a survey, which would be distributed via social media to all target customers in Germany. The distribution would have happened within Facebook groups, which are founded for the groomers and owners of wire-haired dogs. The issue is that Karhia Pro is a new innovative product, which has not been seen in the German market before. Therefore, the author shared the concern with the commissioner that the feedback about the product from respondents who have not tried it would not provide reliable data. As Kenn Devane, president and CEO of Minetech, states, "Very few people are going to give you a bunch of money to try something if they are already using a product that works" (LaMotta 21 Jun 2017). That is why the research method was changed to a mixed research method with the focus of participants having the experience using the product.

The product test trial opportunity was offered to a very restricted number of participants, which filled the requirements of working as a groomer in Germany. The participants were given Karhia Pro for a free trial period of 30 days before expressing their opinion and feelings about the product. After they have used the product for 2–3 weeks, they are required to answer a questionnaire about their experiences. According to Wyner (1997, 47), if there is lack of product testing, product development and marketing decisions are based only on the company's internal view. Furthermore, he points out that internal view includes only what the company and its management know about the target customer in the target market, which is limited to the past behaviour of its customer, and founded on the predictions of a future customer. He indicates that, the risk of exclusively relying on history and avoidance of product testing may cause missing some critical and obvious variables that could increase the chance of success.

According to researchers (Vilkka and Airaksinen 2004, 63–64; Saunders et al. 2009, 480 & Infosurv [13 April 2018]), a qualitative method contains open-end form- or theme interview questions and non-numeric data. Furthermore, the target in qualitative methodology is to examine the participant's opinions, feelings and behaviour.

As the questionnaire includes close ended questions as well, and it is filled out by the participants. The research method is considered both quantitative and qualitative. This type of is considered as structured interview as the questions are decided in advance and standardised (Saunders et al. 2009, 320). The information received is not only based on the information gathered from the questionnaire. The discussion on other platforms is also taken into account. Other platforms are Facebook, email and text messages.

2.3 Research ethics

In this study, the data is acquired and managed according to the policies set by Seinäjoki University of Applied Sciences. The reliable and high quality data is described as ethical, flawless, authentic, up-to-date, and comprehensible. For quantitative data, it is important to ensure that the values of the variables are within the permissible limits and that the data does not have missing or undefined values (SeAMK Intra [18 April 2018]). The modified General Data Protection Regulation will come into effect in May of 2018. This affects all companies operating in the EU. The applied rules mean that people will have more rights to the processing of their personal information, including now also different online identities, location information, and biometric data (European Commission [18 Apr 2018]; Medium, 12 Dec 2016). Supporting the data protection of the participants of this study, emails with personal data is permanently deleted when the study is completed.

3 Case study

3.1 Commissioner company: Karhia Innovations Oy

The company Karhia Innovations Oy was founded in 2015 by brothers Markus Ristaniemi and Sami Ristaniemi. Company form is Limited Company and the office is located in Vantaa, Finland. Karhia Innovations Oy is a Finnish micro sized start up company, which have launched the world's first electric coat stripper for wire-haired dogs. The main goal of the company is to improve the wellbeing of dogs and develop high quality tools for dog care.

3.2 Case product: Karhia Pro

The founders came up with the idea of Karhia Pro because of their own needs. They both have wire-haired dogs, which coat is stripped by hand. It is important to the dog's wellbeing to take care of the fur coat, but the process takes time and repeatedly done it causes stress on the hands. That is why they started to develop Karhia Pro together with Finnish professional groomers for four years.

The founders started fundraising for the product through Invesdor, which is a digital fundraising and investment platform in the Nordics. The goal was to get 50.000€ funding. Until the round was closed, the number raised was 171.658 € (Invesdor [16 Apr 2018]). The maximum number of shares offered in the financial round represents approximately 16.7 percent of the company's shares (Blomster 13 Jun 2017). Karhia Innovations Oy won the Wave award in 2017, which demonstrates the trust that the investors have towards the product. As a prize, Y-invest funded 40 000€ in the fundraising (Reinikainen 26 May 2017). According to Messukeskus (6 Dec 2017), from June to September 2017, the overall capital collected was 425 000€. In addition to Y-invest, it consisted of fundings from Innovation Finance Center Tekes and several angel and small investors.

As seen in the picture below, the complete kit includes Karhia Pro electronic coat stripper (including a power adapter and tube), stripping tube container and two stripping paw packages (including three stripping paws per package). Furthermore, the user needs a vacuum cleaner, which is attached to the other end of the tube container. Stripping paws and belts are consumable parts, which means one paw can be used up to 3 hour and one belt up to 100 hours before replacement. The electric coat stripper can be used up to 700 hours before the first maintenance by Karhia Service. According to Invesdor [16 Apr 2018], the value of the customer relationship is increased by selling spare parts and accessories.

Picture 1. Karhia Pro Groomer's Kit [2 May 2018]



KarhiaPro Groomer's Kit

The complete set to start grooming wire-haired dogs with Karhia Pro.

Kit includes:

- Karhia Pro coat stripper (incl. power adapter and hose)
- Stripping Tube container
- Stripping Paw packages x 2 (incl. 3 stripping paws per package)

599,00€ incl. VAT 24%

In stock (can be backordered)

— 1 + [Add to cart](#)

EURO (€) - EUR

SKU: SKU1 CATEGORY: UNCATEGORIZED

[FACEBOOK](#) [TWITTER](#) [PINTEREST](#)

Currently the product has a patent in Europe and the United States of America. The main target customer group are groomers since they get the most benefit of the product by working in the pet care industry. Breeders and consumers which have wire-haired dogs create a significant clientele as well. According to Invesdor [16 Apr 2018], 40 percent of the pre-orders were from private individuals.

According to the website of Karhia Pro [7 Mar 2018], one grooming costs less than two euro with the device. This is calculated by the expenses before the first maintenance of the device. As mentioned before, the Karhia Pro electric coat stripper can be used up to 700 hours before the first maintenance by Karhia Service. On the table below, the consumable parts of Karhia Pro are pointed out. It contains stripping paws and stripping belts. In average use, the expected product life time for a stripping belt is 100 hours and for stripping paw 3 hours. New stripping belt costs 49.00€, the stripping paws costs 17.90€ per 6 pieces and 29.90€ per 12 pieces.

Table 2. Karhia Pro consumable parts [2 May 2018]

Consumable part	Price (€)	Product lifetime (hours)
Stripping belt	49.00	100
Stripping paw 6pcs	17.90	3
Stripping paw 12pcs	29.90	3

The average usage of Karhia Pro is 45 minutes per grooming. One grooming costs less than two euro, concerning the cost of the device plus new consumable parts needed before the first maintenance. Saving money and time are significant selling arguments for the private individuals interested in Karhia Pro.

3.3 Reasons for internationalization

According to Suder (2011, 7), internationalization can be defined as the ability of an enterprise or individual to act in different environments, which are not limited or depicted by individual state circumstances or characteristics. It can be seen as a process whereby an enterprise or individual develops the capacity to act in different, nationally or culturally unstructured environments.

Kostas Papageorgiou (27 Jun 2013) states in Techuhub's blog five reasons which lead companies to go international:

1) First-mover Advantage

The first-mover advantage is going into a market and gaining the benefits before competitors. For instance, being first in a new market quickly gains traction. Another

benefit is that early adopter will come on board easier since there is no one else competing for the attention.

2) Potential for Growth

Potential for growth is probably the most common reason for going global. The safe custom is starting locally and growing from the base you have established. However, it is usual that the grown and increased sales of the consecutive years suddenly fall flat. In this case, there are not any people to sell to and it is the sign to go and start conquering the world.

3) Small home market

For example Finland's population is around 5.5 million. Although it has experienced great success with games like Clash of Clans and Angry Birds – the success has been down to their global range. Most of the start-ups in the Nordic start from the beginning to look for global expansion.

4) More customers

A small market often means that customers are short supply. Correspondingly it affects a company's potential for growth. A bigger market means more customers.

5) Discourage local competitors

By going into a new market, discourages other companies coming into the same space.

According to Blomster (13 Jun 2017), Karhia Pro draws attention and enquiries also from other countries in Europe. Moreover, pre-orders were made for example to Poland and the Netherlands. High interest encourages Karhia Innovations Oy to expand the operations abroad.

4 The overall environment of an international marketer

Defined by Cateora, Gilly and Graham (2009, 9), international marketing is an output of business activities considered in order to plan, price, promote, and direct the flow of company's goods and services to consumers in more than one country for a profit. Cateora et al. (2009, 10) present that even though marketing principles and concepts are in every case relevant, the environment within which the marketing plans are implemented can change dramatically from country to country or region to region. The difficulties created by various environments are the primary concern of the international marketer.

The figure below illustrates the entire environment of an international marketer. As Cateora et al. (2009, 10) present, the inner circle represents the controllable elements that are related to marketer's decision area, the second circle shows the uncontrollable environmental elements in the domestic environment that have some effect on export operations, and the outer circle displays the uncontrollable environmental elements in the foreign environment for each market in where a marketer operates. As it is illustrated by the outer circles, each market abroad in where a business operates have separate issues involving some or all of the elements. Therefore, the more foreign markets in where a company operates, the better is the potential variety of foreign environmental factors with which to contend. Generally, a solution to a problem in a country market area A is not applicable to a problem in country market B.

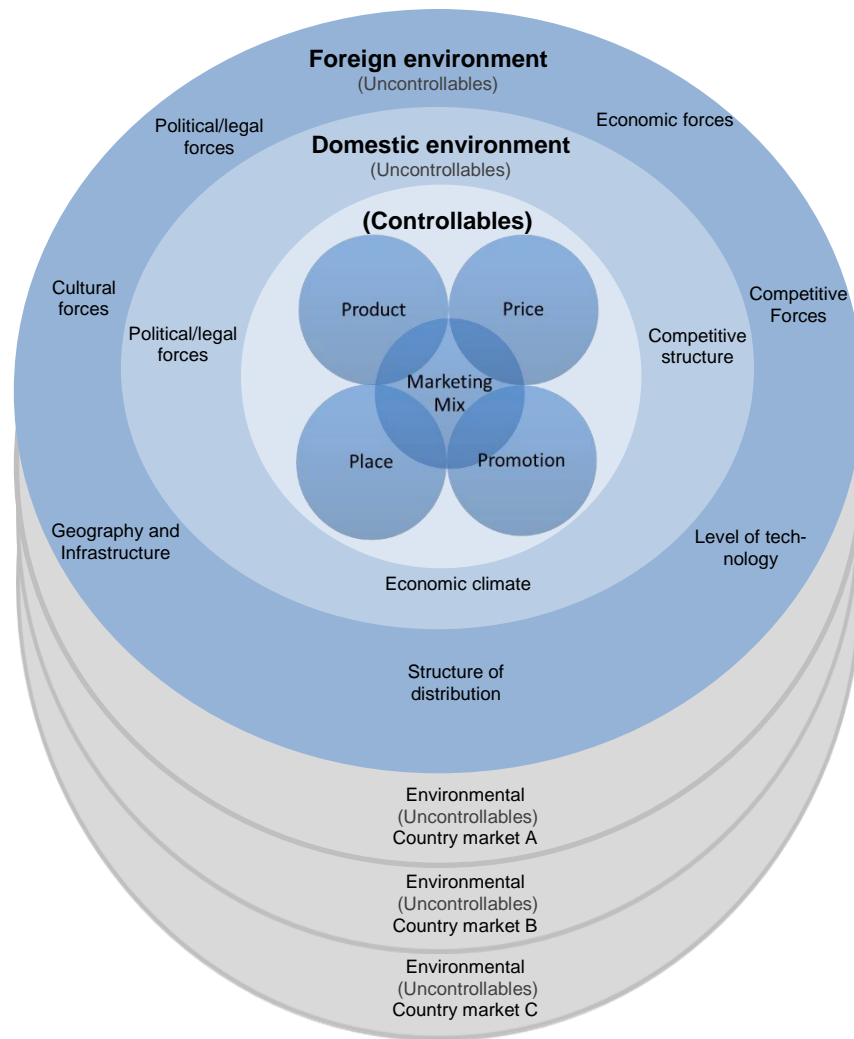


Figure 1. The International Marketing Task (Cateora, Gilly & Graham 2009).

An International marketer cannot affect the environmental elements in the outer circles, but can use marketing mix to modify the product and services to adapt to the condition in the country market. In the following chapters, the uncontrollable elements and factors are presented. After acknowledging the environmental elements in Germany, the marketing mix and adapting points are introduced.

5 Uncontrollable elements

As mentioned before, the marketer cannot control or influence the uncontrollable elements introduced in this chapter. As Cateora et al. (2009, 10) indicate, it is important to acknowledge the environmental elements and then adjust or adapt to them in a way consistent with a successful outcome. Therefore, marketer's responsibility is to modify the elements related to the marketer's decision area within the framework of the uncontrollable elements of the marketplace, which are explained more detailed below, in such way that marketing objective are achieved. Despite the marketing principles and concepts are in every case applicable, the environment within which the marketer must institute marketing plans can change considerably from country to country or region to region.

5.1 Political and legal forces

No matter is the company domestic or international, large or small, business cannot be conducted without considering the influence of the political environment within the country which it will operate. A government reacts to its environment by initiating and pursuing policies which are necessary to solve issues created by its particular conditions (Cateora et al. 2009, 162). International law acknowledges the sovereign right of a nation to admit or withhold permission to do business within its political boundaries and to regulate where its citizens can conduct business (Cateora et al., 162). PESTLE Analysis (2015) presents that increase or decrease in tax is a common example of a political element. The government can increase the tax for some and decrease for others. These decisions have a direct effect on business. It is needed to always stay up-to-date with such political factors.

PESTLE Analysis (2015) states four main effects of the political factors. Companies should keep an eye on these effects when starting and maintaining the operations. First, the impact on economy, it should be kept in mind that the economic setting of the country affects in the political situation. Second, changes in regulation. As mentioned before, government could alter the rules and regulations, which will have an effect on the company. Third, political stability, for companies which operate inter-

nationally the lack of political stability in the country effects on the operations. Finally, the mitigation of risk, purchasing political risk insurance offers a way to manage political risk. Therefore, companies that have international operations, arrange an insurance to lower their risk exposure. It has become clear how political changes may influence the scope of action for business. A political decision involving domestic foreign policy can affect the company's international marketing success. The most recent event is the U.S. steel and aluminium tariffs announced by Donald J. Trump, which is argued to protect the national security. Risks in these kind of actions could make other countries increase tariffs, which would eventually develop in a trade war (McBride [8 Mar 2018]). Being prepared to changes is critical when operating in many countries.

There is a set of policies, which offer a setting of rules and restrictions on supporting the stable business environment. In September 2017 The European Commission has stated renewed industrial policy strategy (see APPENDIX 1) to invest in EU industry for a modern, clean and fair economy. In the policy strategy, the cyber security and climate change are becoming more and more important values protected in EU. In Germany, Chancellor Angela Merkel's position has weakened and the possibility of new elections has increased. This is due to the lack of success Christian Democratic Union and its junior partner, the Christian Social Union, was securing an outright parliamentary majority in the September 2017 elections. Furthermore, the alliance discussions with the liberal Free Democratic Party and the Greens party collapsed and Merkel's open-door policy to migrants made some citizens vote for another party (The Heritage Foundation: 2018 Index of Economic Freedom [20 Apr 2018]). However, Germany is still the European Union's most politically and economically powerful member nation.

In Germany, the regulation supports entrepreneurial activity. Business operations are allowed to be as active as in any other country. The maximum period of a fixed-term labour contract is two years. Although in some conditions there might be exceptions. Monetary stability is well preserved, but Germany's electricity costs are one of the highest in Europe due to the government's engagement to renewable energy (The Heritage Foundation: 2018 Index of Economic Freedom [20 Apr 2018]). According to (Export Entreprises S.A. [20 Apr 2018]), there are 16 federal states in

Germany and all of the states have their own local governments and legislatures that have noticeable disintegration in relation to the Federal Government.

5.2 Economic forces

A population alone does not form a market. Kotler (1999, 77) brings out that, the people of the country must also be ready, willing, and able to buy. Purchasing power is almost on all occasions unequally distributed both among consumers and among customer companies. In the case of consumers, companies differentiate between upper, middle and lower income classes. Some companies, for example Coca-Cola, can serve all of the groups. It is possible since their products are low-cost and have broad appeal (Kotler, 77). Most companies still design their product for just one group or have different product lines for each income group.

Kotler (199, 77) advises companies to constantly observe the economy and pay attention to economic forecasts. If the forecast is poor, consumers and companies will decrease their spending. This functions as a self-fulfilling prediction as making the situation worse. The other way around, if consumers and companies are optimistic, they increase their spending which produces further good news. Companies regularly observe specific indicators of economic health, for instance employment levels, interest rates, consumer debt levels, inventory levels, industrial production and housing starts (Kotler, 77). Furthermore, the business plans should be based on the current expectations about the economy for the coming year.

According to European Commission [16 Apr 2018], the gross domestic product of Germany reached a six-year high of 2.2 percent in 2017. It was driven by a powerful private consumption and increase in investment and foreign demand. The Heritage Foundation: 2018 Index of Economic Freedom [20 Apr 2018] states that Germany is ranked as the 25th freest economy in the world. Supporting factors are business freedom and investment freedom, which are strong in Germany. Acceptance of global commerce, well-secured property rights, and sound business regulatory environment support the long-term competitiveness and entrepreneurial growth (The Heritage Foundation: 2018 Index of Economic Freedom [20 Apr 2018]).

The 2018 Index of Economic Freedom [20 Apr 2018] states that the financial sector, competitive and broadly stable, provides a complete range of services. According to Amadeo (2017), Germany has a mixed economy which permits a free market economy in consumer goods and business services. A command economy is applied as well, therefore the level of income defines the number of taxes to pay. Lagarde stated (International Monetary Fund 2018) that the economic viewpoint for Germany is promising as optimism among investors thrives, and the unemployment rate is at historic low. Lagarde continued presenting challenges in German economy. The first challenge presented is that wage growth is still growing too slowly compared with the economic situations, which is strange concerning the unemployment rate and strong GDP growth. The second challenge is that even though there is a budgetary surplus, the society is aging and there needs to be decision made how to make the most of this opportunity in public spending to secure the economics of the future.

5.2.1 Pet market in Germany

Kotler et al. (2017, 8) describe a market as the set of authentic and potential buyers of a product or service. In this chapter, a deeper outlook to the German pet care supply market situation is displayed and analysed.

According to structure and revenue statistics collected by IVH and ZZF (2016), the total amount of pets in Germany is 31,6 million. If it is assumed that one household would have one pet, this would mean that in 44 percent of all German households include a pet. Dogs are the second most popular pets (8.6 million) after cats (13.4 million). In the following figure, the amount of dogs per household during the years 2014–2017 is presented. The gap of households not having dogs has become smaller during the time period. In the year 2017, the number of having one dog and not having a dog have been quite close to each other. During the years 2015–2016 one and two dog households have decreased but the number of three or more dog households is more stable.

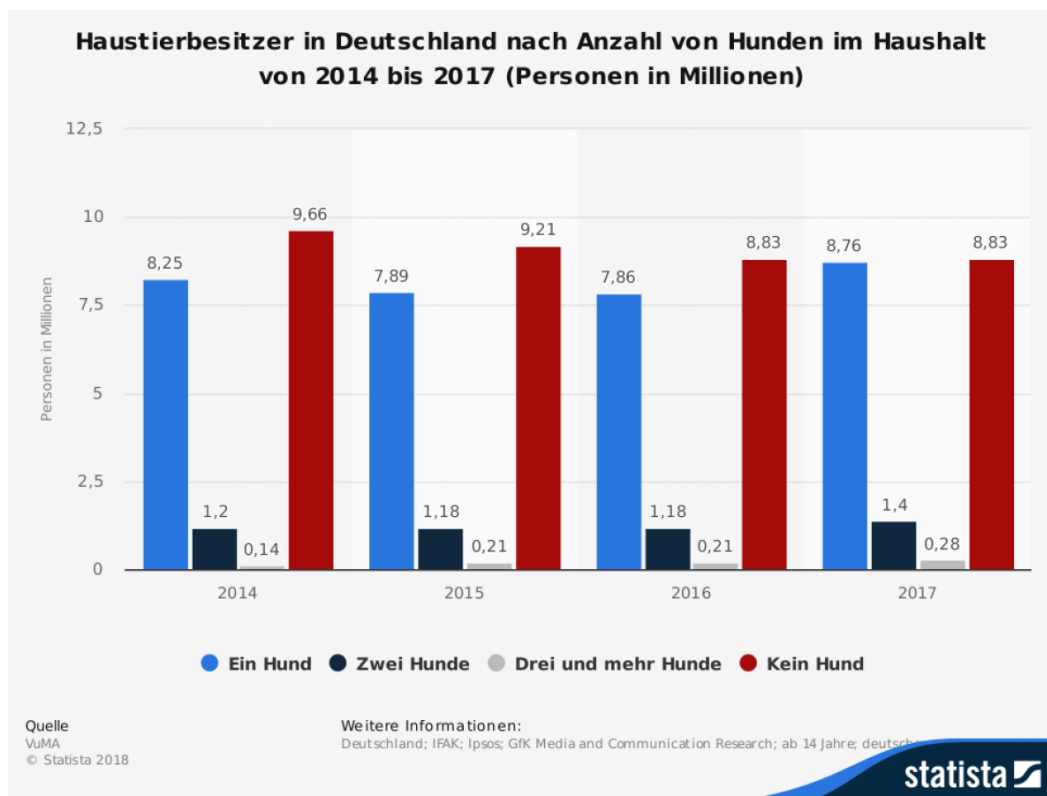


Figure 2. Number of dogs per household during 2014–2017 (Statista 2018).

In Germany, dogs need to be licensed and are under “Hundesteuer”, which means “dog tax”. This also means that dog owners may have to pay more dog tax if they have multiple dogs. The aim of having a dog tax is to keep dog ownership down. Exceptions are service dogs, which are exempt from paying the dog tax, as well as rescue dogs for the first year (Samy 2017). Ultimately, the number of dogs has been quite stable during the time period and there has not been any dramatic change. The dog market could be described as a reliable market area.

Since Karhia Pro is created for only wire-haired dogs, it narrows the potential market size. In the figure below, is separated the amount of wire-haired dogs by states in Germany in the year of 2010.

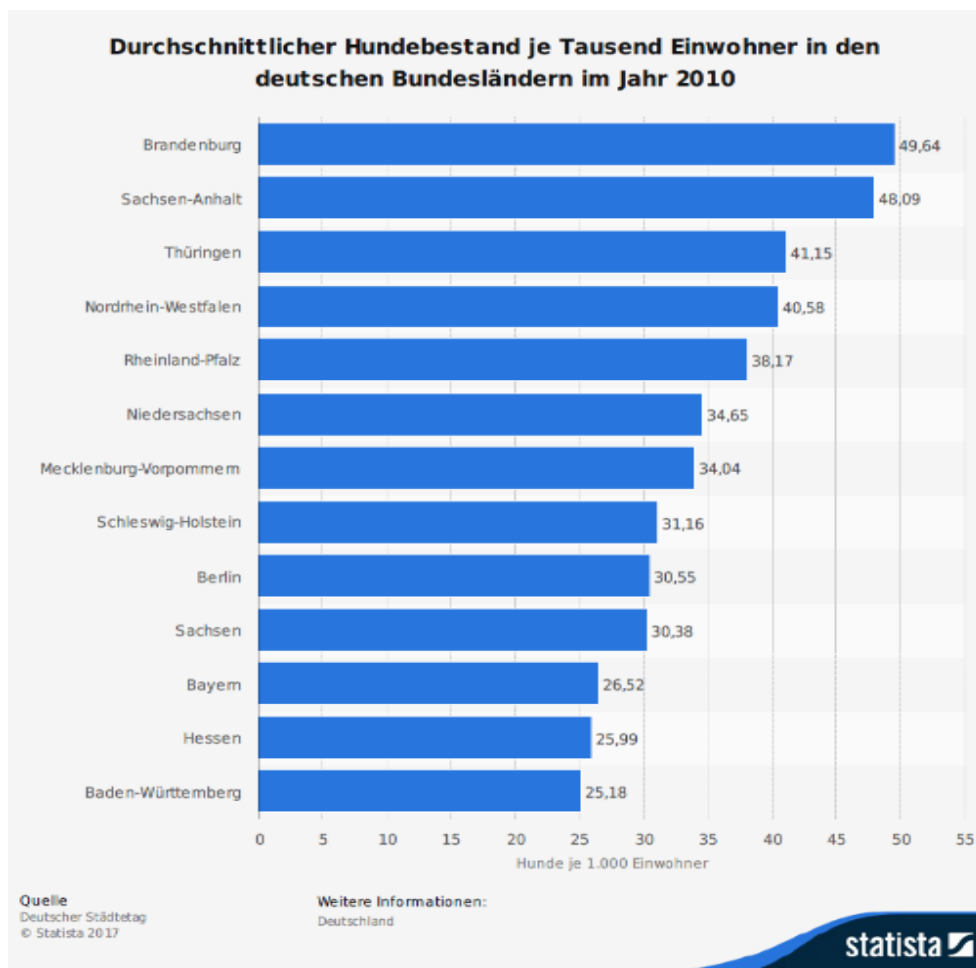


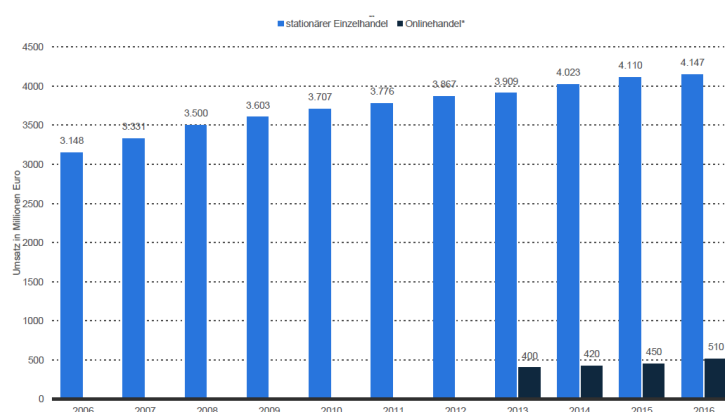
Figure 3. Wire-haired dogs per thousand citizens by federal states in Germany in 2010 (Statista 2017).

This helps not only identify the amount of potential customers, but also the location. According to this figure, most of the wire-haired dogs live in Brandenburg, which is the surrounding area of Berlin. In Brandenburg approximately 5.0 percent of thousand citizens own a wire-haired dog. Following the second most in Sachsen-Anhalt 4.8 percent, and third most in Thüringen 4.1 percent. According to three federal states with the biggest number of wire-haired dogs, the most potential market area for Karhia Pro is located in the eastern part of Germany (see APPENDIX 2).

5.2.2 Consumption

The figure below illustrates the consumption in pet supplies in Germany during the years 2006–2016. The consumption is marked in a million euro. The higher bars reflect the consumption in stationery retail trade and the bars starting from 2013 show the consumption in online trade. Both of these bars show that the consumption in pet supplies has been steadily increasing.

Umsatz mit Heimtierbedarf in Deutschland bis 2016
Umsatz mit Heimtierbedarf in Deutschland in den Jahren 2006 bis 2016 (in Millionen Euro)



Hinweis: Deutschland
 Weitere Angaben zu dieser Statistik, sowie Erläuterungen zu Fußnoten, sind auf [Seite 98](#) zu finden.
 Quelle: ZFP ID 261958



Figure 4. Turnover of pet supplies in Germany during years 2006–2016 (Statista 2017).

Several market research reports forecast that (Technavio 2016; Accuray Research 2017), the global pet grooming market will grow at a steady CAGR of more than 4 percent in the following years. According to Germany Pet Food Market-Growth, Trends and Forecast 2017–2022 (9 Apr 2018), the reasoning to the increase is that German pet owners are showing interest toward products, which provide humanized care for their pets.

5.3 Competitive structure

Proctor (2000, 103) defines the nature of competition as the process of active competition between the sellers of a particular product as they seek to win and preserve buyer demand for their offering. He continues that the identification of an organization's competitors may not be as simple or as visible as it might seem at first. The most visible competitors are those which offer identical products or services to the same customers. Therefore, substitute products and services must be also considered.

In the figure below, is displayed Porter's 5 forces, which was first introduced in the year 1979 in Harvard Business Review article. The Harvard Business Review (Jan 2008) states that since then, the analysis has helped companies evaluate industries to compete in and how to position to achieve success.

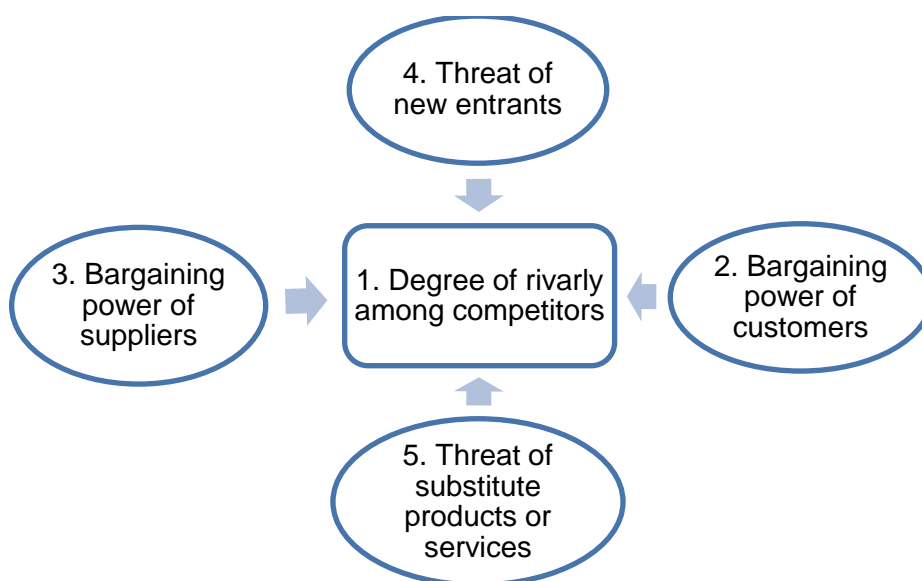


Figure 5. Forces of competition (Porter 1979).

Proctor (2000, 104–107) defines the five forces beginning with the rivalry among competitors. As he states, the more competitors there are in the industry satisfying the same customer needs and wants, the more intense the competition gets. Moreover, the competition tends to increase when the industry growth is slow, costs are high, and lack of product differentiation. Second force he states is the bargaining power of customers. It is defined that buyers can create pressure on industries by

chasing for lower prices, better quality, additional services but still demand for improved products and services. Generally, the more bargaining power of buyers, the less advantage sellers will have. Bargaining power is high in situations where there are small number buyers and one customer accounts for a significant quantity of a supplier's business. This brings to the thirds force he states, which is the opposite situation. The bargaining power of suppliers is defined by suppliers creating the pressure of controlling supplies. When a powerful supplier raises prices or reduces the quality of the goods, it affects the profitability of a whole industry. Supplier power called "lock-in" involves making it inconvenient or unattractive for a customer to change suppliers. The fourth force he mentions is the threat of new entrants. A competitor feels the need to enter a market or an industry if there is opportunity to get a piece of profit and sales. Markets which have grown considerable size become potentially attractive to large strong companies provided that the level of competitive activity allows them to achieve the expected market share, profits and sales volume. Methods in order to prevent entry to the market include increasing the cost of entry. This may be reached by developing new products through R&D, or introducing new marketing advantages, such as long-term contracts with the customer, or increasing the cost of entry through the economies of scale.

Increasing the cost of entry has long been used within many industries. In such conditions, larger and more expensive factories are frequently built to gain competitive advantage (Proctor 2000, 104–107). As mentioned in the previous chapter, the substitute products and services are the least visible forces. Substitutes may even be favoured by customers and incumbent companies may only be noticed when it is too late to seize their dominance. The threat of substitute depends on technical resemblance, the relative price, and the speed of technological development and the cost of switching. Proctor (2000, 106) states that substitute products that gain the most attention are strategically subject to trends improving the price performance trade-off with an industry product or are produced by industries earning high profits.

According to Euromonitor International, the pet care supply market is highly competitive and fragmented. Increasing fragmentation and competition is a result of ex-

panding variety and demand for more flexible alternatives, and new players emerging to German pet care supply market. Furthermore, companies which were seen as niche players in the past, have been growing into respectable and renowned manufacturers. This increases the pressure on established multinationals as well as domestic players. Trixie Heimtierbedarf is a leading and best known pet product manufacturer in Germany and all over Europe. It has managed to maintain the leading position as a result of focusing on innovation, improving pets' health and wellness, yet offering better convenience to consumers (Pet products in Germany [21 Apr 2018]); Pet care in Germany [21 Apr 2018]). The reports indicate that natural, organic, and more emotionalised products and designs are the key factors for pet care supply products for the future.

Presented in the table below, the top 6 largest pet care supply retailers in Germany in 2014. The table presents the turnover (gross, in a million euro) and number of the physical stores of the leading pet supply companies in Germany in the year 2014.

Table 3. Largest pet care supply retailers by turnover 2014 (Handelsdaten 2015).

Retailer	Number of stores	Turnover (in millions of Euros)
Fressnapf	858	1053
Das Futterhaus	272	249
zooplus.de	(only Online-store)	177
egesa-Zookauf (Zookauf, Heimtier Partner, PetPower)*1	432	161
Zoo & Co. (Sagaflo)	145	144
Kölle Zoo *2	14	68

*1 Including store of hardware –and garden stores

*2 Estimation

Fressnapf have had a great lead to other retailers in Germany, as well as being the largest pet care supply retailer throughout the entire Europe (Veraart Research [21

Apr 2018]). As these are specialised retailers in pet care supplies, there is competition as well concerning stores which are not specialised in pet care supply products, but have launched ranges of pet products. The most famous examples in Germany are Aldi and Lidl.

5.4 Level of technology

Cateora et al. (2009, 13) express that the level of technology is an uncontrollable element which can be often be misread because of the wide range of differences that may exist between developed and undeveloped countries. It cannot be assumed that understanding about the concept of preventive maintenance of machinery is the same in every country. Technical proficiency may not be available at a needed level for product support and the general population may not have a sufficient level of technical knowledge to maintain equipment properly. In such situations, a marketer has to make extra actions making sure that the importance of routine maintenance is understood and fulfilled.

In the table below, is presented the technological readiness of Germany and Finland. Overall rankings are Germany 8th and Finland 16th of 137 countries in technological readiness. Even though Finland holds the 16th place of overall technological readiness, the technological adoption, the availability of the latest technologies, firm level technology absorption is ranked higher than in Germany.

Table 4. Technological readiness (International Monetary Fund; World Economic Outlook Database 2017).

Factors	Germany (8 th)	Finland (16 th)
Technological adoption	12	11
Availability of latest technologies	16	1
Firm-level technology absorption	12	6
FDI and technology transfer	11	42
ICT use	9	26
Internet users	14	18
Fixed-broadband Internet subscriptions	9	22
Internet bandwidth	42	15
Mobile-broadband subscriptions	40	3

It can be concluded that in Germany there might be some adoption and absorption issues towards technology. This can have an effect on new technology solutions rising.

5.5 Geography and infrastructure

Cateora et al. (2009, 62) address that there are significant geographic characteristics which a marketer should consider when evaluating the environmental aspects of marketing. Analysing the world as a whole provides a broad perspective of world markets as well as knowledge of the effects of geographic diversity on the economic profiles of various nations.

Cateora et al. (2009, 62–63) present that climatic features, such as altitude, humidity and temperature, which can have a great effect on the use and functions of products and equipment. He pointed out that products which perform well in temperate climate may deteriorate or demand cooling to function sufficiently in tropical climate. Cateora et al. continue that climate can require major adjustments even within a single national market. They provide an example of Ghana, where a product should be adapted to the whole market to work in extreme desert heat as well as low humidity and tropical rainforests. They also illustrate product adaptation to climate within European Single Market with an example of Bosch-Siemens washing machines. In Italy and Spain the sufficient spin cycle speed is 500 rpm, because clothes can be damp to put them out to dry. Since the climate does not support drying clothes outside in every country, for example in Germany and Scandinavia, the spin cycle speed have been adjusted in these countries to a maximum of 1.600 rpm. Proctor (2000, 149) supports the argument that climatic features vary substantially based on location, but also adds that consumers differ as well concerning age, income, an educational level, mobility patterns and taste.

According to PwC (2017), Germany has a temperate climate, which means that there is not extreme of heat or cold. Furthermore, the weather can be rainy. The topography rises increasingly from the flat lands of the northern coast, the wavy hills and forests in the centre of the country to the Alpine low hills in the south. According to Germany Trade & Invest [21 Apr 2018], businesses benefit from German attractive logistic infrastructure. It includes Hamburg, which is the third largest container port of Europe, Bremerhaven, which is one of the largest car ports for vehicle traffic in the world, and Duisburg, the world's largest inland port. In total, there are additional 250 inland ports. Furthermore, Germany has a compact network of airports, of which 22 provide international service. Frankfurt is Europe's largest airport, ranked by the volume of cargo. German highway system offers on the highest kilometre density in Europe, in addition to the 37,900 km railway tracks (Germany Trade & Invest [21 Apr 2018]). It can be concluded that, the German climate and infrastructure is welcoming businesses from all over the world.

5.6 Distribution structure

Cateora, Gilly and Graham (2009, 396) point out that in every country and in each market, all consumer and industrial products go through a distribution process after all. They continue that every country has distribution structure through which the ownership of good is passed from producer to user. German law has no restrictions concerning the distribution channel used to import good in the country. Therefore, businesses abroad can choose the distribution channel(s), which suit the best to their product and the involvement in the German market (The German Business Portal [17 April 2018]). As Proctor (2000, 9) points out, access to a powerful and well-organized distribution channel is often a key success factor. Therefore, company has to think about different channels, the trends that are taking place in the choice between channels and the possible new channels that are likely to be emerging in the future. The power on the channel has to also be taken into account as well as the probable changes in the future.

As researchers have stated (Gross et al. 1993, 456; Ahokangas & Pihkala 2002, 32.) and presented in the figure above, a direct channel is shorter and means that the company itself will handle every function and have all responsibility for the whole process: maintaining an inventory, delivering goods, providing information for customers, promotion, and credit. In where a distributor is involved, some or all of the functions mentioned above are outsourced.

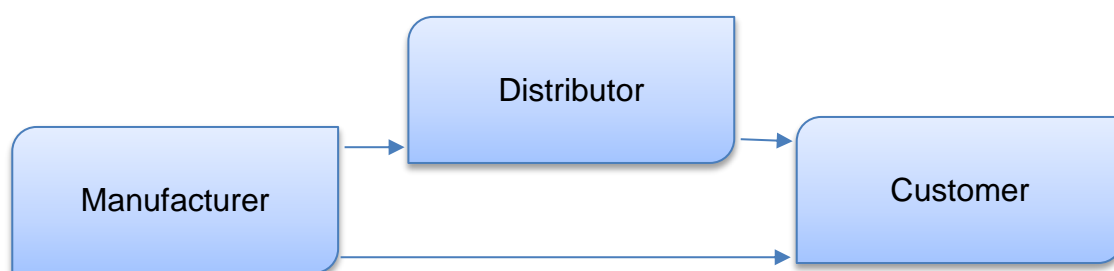


Figure 6. Industrial distribution structure (Marthur 2012).

Comparing the benefits and disadvantages of these two channels shows that manufacturer selling straight to the customer acquires special skills from the company regarding the language, knowledge of export routines, as well as internal processes. In return, it allows quick and a direct information channel to the customer that makes it possible for the company to receive unfiltered customer feedback regarding the product and operation process (Ahokangas & Pihkala 2002, 32–34). It can also enable long-term customer relationships, through which sales and marketing can be fulfilled. On the other hand, selling via distributor gives the company naturally better chances to adapt in to the market (Ahokangas & Pihkala, 32–34). That is because the intermediary can have better knowledge of the market and end customers. According to Marthur (2012, 156), the sales of capital goods are made straight to the customer, when:

- The technical details have to be explained to the customer and is best expressed by the manufacturer.
- Mainly large numbers of money are involved and the customer wants the best price without the commission of a middleman.
- The equipment requires installation and commissioning, which is best done by the manufacture's employees
- After sales service is complex

Ahokangas and Pihkala (2002, 34) add that straight distribution to a customer works best in situations, where 1) The price of the product is quite high, 2) Sales volume is high, 3) The number of potential customers is relatively low, which makes it possible to maintain customer relationships with low amount of personnel, and 4) Customers want tailored products or personalised service.

The German distribution system is described by (Euromonitor according to Export Enterprises SA [21 Apr 2018]), the great level of consolidation of the market, a considerable number of small independent shops, city centres and urban areas have the predominance of distribution, and limited number of hypermarket characteristic stores, mainly in the suburban and rural areas.

5.7 Cultural forces

According to Kotler et al (2017, 90), the cultural environment consists of institutions and other forces that influence a society's essential values, preferences and behaviours. Furthermore, growing up in a specific society shapes the beliefs and values. Way to understand different cultures is to compare it with the known culture. Beneath is displayed a figure of the country comparison between Finland and Germany according to Hofstede's dimensions of organizational culture. Psychologist Dr Geert Hofstede introduced the first edition of cultural dimensions model in the 1980, based on a decade of research. In the first edition, the dimensions are Power distance, Individualism vs. collectivism, masculinity vs. femininity and uncertainty avoidance index (Hofstede 1980). In the coming publications (Hofstede, Hofstede & Minkov 2010; Hofstede 1991), he subsequently added two more dimensions, long-term orientation and indulgence.

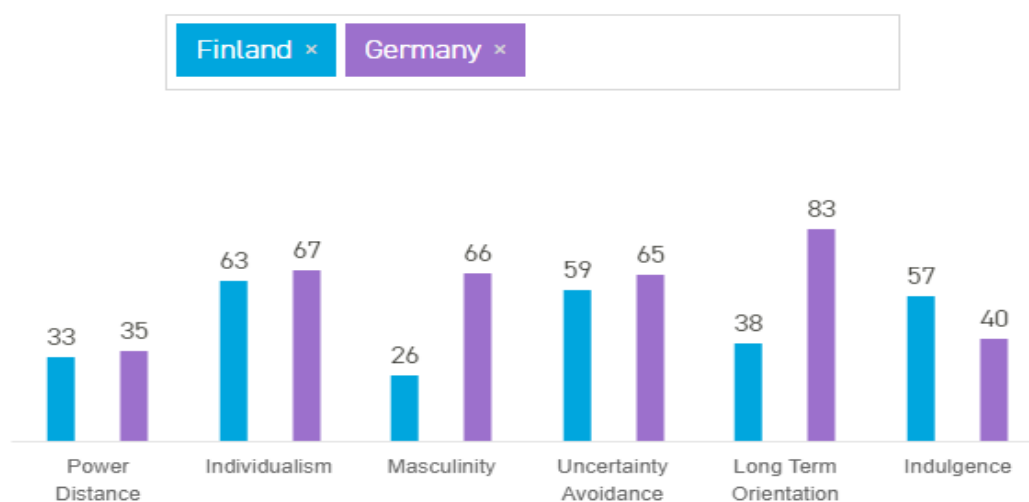


Figure 7. Cultural dimensions comparison between Finland and Germany (Hofstede Insights 2018).

Power distance concerns the equality of all individuals in the society. It is defined as “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally” (Hofstede Insights [9 Mar 2018]). As seen on the figure above, both in Finland and Germany have low power distance. Concretely, this means that it is usual in Finland to be independent, a hierarchy is for benefit only, equal rights appreciated, superior is approachable, coaching leader, and management facilitates as well as empowers.

Germany scores are somewhat higher, which means that co-determination rights are comparatively comprehensive and have to be taken into account by the management. It is common to have a direct and participative communication and meeting, control is more disliked and leadership is challenged to show expert knowledge and best accepted when it is based on it.

By Individualism it is meant the level of relation a society maintains among its members. To illustrate, it means whether people define their self-image in terms "I" or "We". The second highest differentiation between Germany and Finland shows stands in masculinity. High masculinity, in this figure represented by Germany, indicates that the society values are competition, achievement and success. Finland is considered as a Feminine society, which focuses on "working in order to live". In culture's with high preference for avoiding uncertainty time is money, there is an inner urge to work hard and norms are precision and punctuality. Finland and Germany are both representing the high uncertainty avoidance countries. In Germany, it is also seen in the law system. Details create a significant value to present that a certain topic or project is sufficiently thought-out.

The highest differentiation between Finland and Germany is in long term orientation. Germany's high score of 83 signify that importance of the future is higher than past. This could be explained by the infamous past of Germany. In Finland, respect in traditions and values promoted are related to the past. Indulgence reflects the importance of enjoying life, having fun and importance on leisure time. Finnish people with a higher score, tend to have a positive attitude and have a direction towards optimism. Germany with a low score of 40, do not put much importance on leisure time and tend to have more cynicism and pessimism attitude (Hofstede Insights [16 Apr 2018]; Csapóné Riskó & Wiwczarowski 2014, 249–250). Overall, the cultures in Germany and Finland are quite similar and it is easy to adjust the operations to meet the cultural requirements of Germany.

According to Euromonitor (Pet Products in Germany [21 Apr 2018]), Germans consider pets as companions, family members, and as a support beyond the common guard or guide dog. Correspondingly, services and products continue having the characteristics of anthropomorphism. Trends and developments for consumers are frequently reflected on pet care, including pet products. Wellbeing and fitness are

among the leading trends of consumers and it is expected to be shared with pets. It can be concluded that, pets have achieved significantly high status among German consumers.

5.7.1 Groomers in Germany

As mentioned before, groomers are the main customer segment for Karhia Pro. According to Ohr (2014, 37) groomers work can be divided in two areas. First, they offer the trimming and professional care of the coat, skin and nail. Second, they can adjust the appearance of a pet to conform to the typical breed standards, for an example schnauzer. Karhia Pro serves mostly the second segment since the product is developed into the grooming pattern for wire-haired dogs. Ohr (2014, 37) points out that the specific amount of groomers in Germany cannot be confirmed, since there is no regulated training for groomers. Therefore, the job title is not protected. She presents that there are various associations that express the interests of this group, such as the Bundesverband der Groomer (Federal Association of Groomers), the Bundesverband Deutscher Groomer (Professional Association of German Groomers), and the professional unit in charge for per care at the ZZF (German Pet Trade & Industry Association). It is estimated (Derwesten.de, 2013; Ohr 2014, 37) that there are around 3000-4000 registered groomers in Germany.

6 Marketing Mix: 4 P's

The marketer E. Jerome McCarthy introduced the classification of the 4 P's in 1960 and since that this tool has been used and modified by marketers all over the world. The Economic Times [27 Feb 2018] has defined the marketing mix as the actions or tactics, which a company uses to promote the brand or product in the market. The 4P's are a common marketing mix – price, product, promotion and place. Accordingly, all of the elements of the marketing mix are influencing each other. In this chapter, these four elements are explained and contrasted to Karhia Pro.

The figure below presents what each element includes as well as the question surrounding the elements. According to Kotler and Armstrong (2010, 76–77), an efficient marketing program blends all of the elements into a comprehensive marketing program designed to achieve the company's marketing aims by delivering value to customers. The marketing mix organizes the company's tactical tools for establishing strong positioning in the target market. Kotler et al. (2017, 49) notifies that marketing mix includes everything the company is able to do to have an effect on the demand for its product.

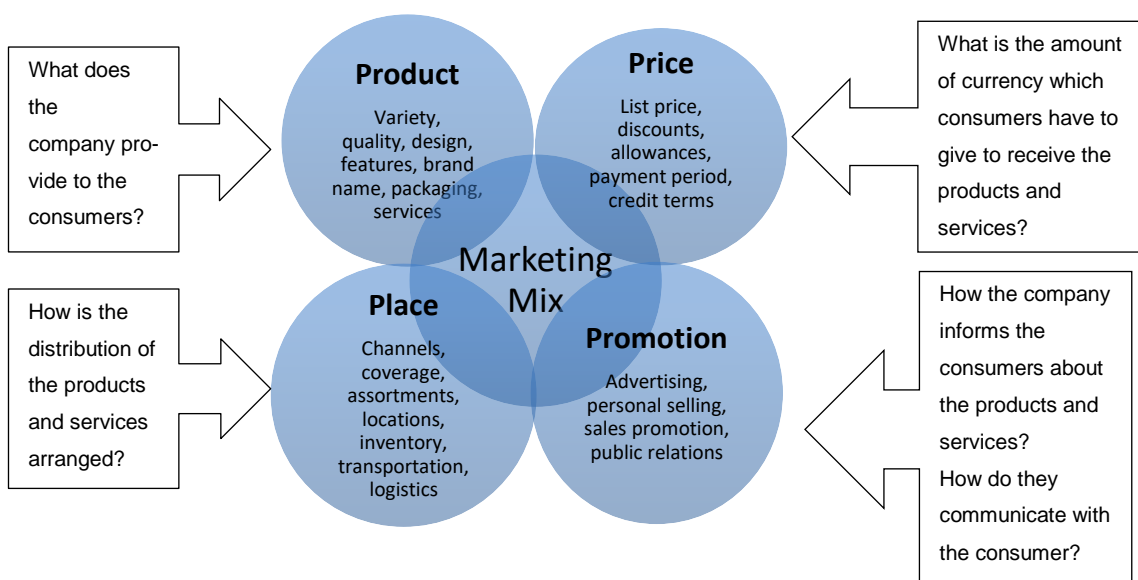


Figure 8. Structure of the Marketing Mix (McCarthy 1960).

As mentioned before, the following elements are reflecting points which an international marketer can adjust and adapt to meet the requirements of the uncontrollable elements presented in the previous chapter.

6.1 Product

The product in marketing means items, services and ideological actions, which are subjects of commercial exchange (Kotler et al. 2017; Kotler 1999). Often it is a combination of the benefits that consumer receives when buying the product. The expectation of the product is based on the need which the consumer desires to satisfy (Anttila & Iltanen 2001, 21–22). According to Anttila and Iltanen (2001, 21–22), the need is categorised into three main segments. First, the functional needs, which are associated with the consuming and solving the consumer's pain point. Second, the symbolic needs, which are based on the consumer's self-image and social behaviour. Experience based needs are based on sense pleasures, experiences and the urge of variation.

In the case of Karhia Pro, the functional needs are faster grooming, less stress on fingers and cleaner solution. These are the consumer pain's which the company solves compared with the method, which the consumers are using at the moment. The symbolic needs could be the desire to have the new and innovative product to present to colleagues and customers and not to miss the soon to be a new trend. Experience based needs of the product are to have a clean and healthy dog. Also, the cleanness that the product provides is considered as an experience based need.

The product was introduced more detailed in Chapter 3.2. It was brought up that by selling spare parts, accessories and offering maintenance, the value of the customer relationship is increased. At the moment, the product range itself contains only one main product and the other products sold are spare parts for the main product. As mentioned before, the pet care supply market is highly competitive and fragmented, but innovative products are welcomed. In the past, companies starting as a niche players, have been successfully growing. One concern is the adoption and absorption of the products. These factors are quite low in Germany according to the technological readiness ranking presented in Chapter 5.4.

The table below demonstrates the impact of market/product orientation on new product success. In the table are presented the results of a study (Kleinschmidt & Cooper 1988, 56–71), where it was debated whether it would be more profitable design business products to meet domestic requirements, and after having the home market under control consider exporting, or alternatively from the beginning design, develop, and target products for foreign markets.

Table 5. Impact of market/product orientation on new product success (Kleinschmidt & Cooper 1988).

		PRODUCT TYPE	
		INTERNATIONAL DESIGN	DOMESTIC DESIGN
TARGET MARKET	DOMESTIC	International product aimed at domestic market Success rate: 61.5 percent (23.7 percent of cases)	Domestic product aimed at domestic market Success rate: 43.1 percent (6.7 percent of cases)
	NEAREST NEIGHBOUR	International product aimed at nearest neighbour market Success rate: 78.1 percent (18.3 percent of cases)	Domestic product aimed at nearest neighbour market Success rate: 45.5 percent (6.7 percent of cases)
	WORLD	International product aimed at world market Success rate: 84.9 percent* (17.2 percent of cases)	Domestic product aimed at world market (3.0 percent of cases but too few to assess)

*Success rate differences statistically significant amongst market/product operations at the 0.001 level, chi-square test.

The result of the study was that successful products were put on the base to be more international in terms of product design, marketing activities, and evaluated more successful on a number of measurements. In the study, companies which chose an export strategy for their new products and developed products for international markets succeed better in foreign as well as domestic markets.

The level of product modification and adaption can be divided into three international product strategies. First, domestic product which is presented international with minor or no modification. As Gross et al. (1993, 365) state, modifying the package and instructions to reflect the language of the target market are the minimum scale of product adaption. It improves the confidence buying and using the product, when the customer acknowledges that services are available in the language they feel comfortable communicating. Second, domestic product which is adapted for foreign markets and a product designed specifically for foreign markets. Localization is the process for adapting a product or content with a particular location or market. Translation, which has been mentioned before, is only one of various elements of the localization process. Third, product designed with international markets in mind. This kind of global product has universal features and is ready for adaptation when necessary (Product in international market [29 Apr 2018]; Smartling (18 Jan 2018)). According to Gross et al. (1993, 366), the following product characteristics are reported generally important when adapting a product to exporting:

1. Function and attributes
2. Maintenance, after-sale services
3. Durability, quality, storage characteristics
4. Method of operation, power source, skill to operate
5. Ease of installation
6. Size of product
7. Method of shipment
8. Style
9. Colour

6.2 Price

Kotler (1999, 99–100) points out that compared with the other three elements of the marketing mix, the price is the only element which produces revenue as the other elements create costs. Therefore, companies often want to raise the price as high as their level of differentiation allows. Kotler presents in his book that having the right pricing strategy, companies can recognize the impact of the price in volume. Cateora et al. (2009, 554) agree that pricing is one of the most complex decision areas for international marketers, it requires a combination of detailed knowledge of market costs and regulations, recognizing possible countertrade deals, patience for detail, and insightful sense of market strategy.

As stated on the website of Export Enterprises SA [16 Mar 2018], the characteristic behaviour of a German consumer is the high tendency comparing prices and visit consumer price friendly stores. Furthermore, Germans are sensitive in promotions and do not doubt to diversify the point of purchase when an attractive price is offered. It is important to acknowledge that according to Your Europe (7 Mar 2018), EU national cannot be charged a higher price because of nationality or country by residence when buying products or services. Furthermore, price differentiation can be justified if the objective criteria are founded on other than nationality.

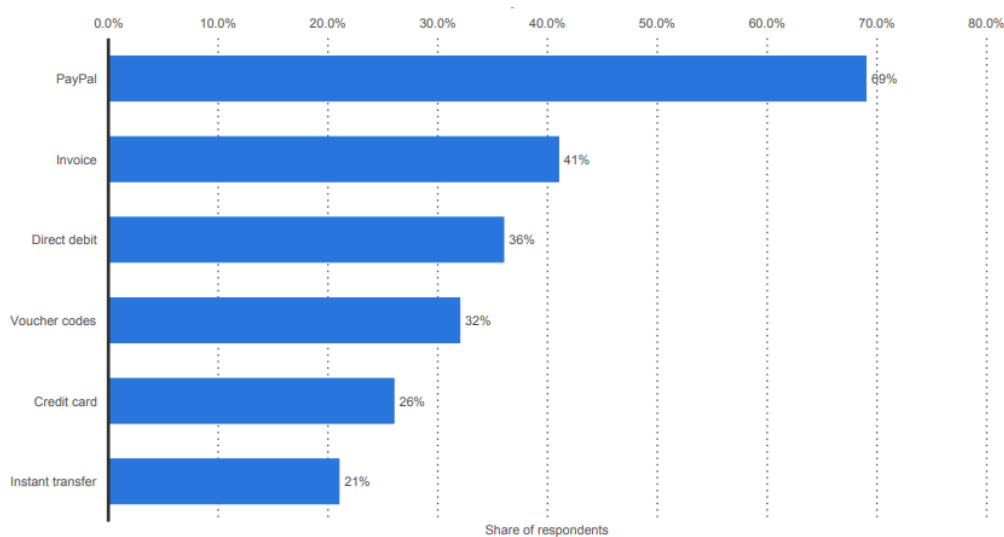
Karhia Innovations Oy and their product Karhia Pro are new and quite unknown to the German market. The market could be described as a niche since the product is only meant for wire-haired dogs. Furthermore, the product is innovative and there is no competition in the specific range of products. Niche markets often allow higher prices than larger markets, because of the lack of competition and the specialised product (Bailey & Ward [22 Apr 2018]). This means that the customer would be willing to pay more for a unique product. According to Investopedia [22 Apr 2018], price skimming means when a company sets the price of a product as high as the customers will pay. Furthermore, as the demand of the first customers is fulfilled, the company can lower the price and draw the attention of a more price-sensitive segment. Currently the retail price of Karhia Pro is 599.00€, considering if there are no discounts offered, the price could be high for a normal consumer and is meant more as a B2B -product. Karhia Pro serves the first customer group, which is willing to pay a higher price of the product. On the Karhia Pro funding website (Invesdor

[16 Apr 2018]) it has been indicated that the more affordable Karhia Home product version is under planning and to be launched during 2018. The recommended retail price has been estimated around 200–300 €. Expanding the product range would create an opportunity for the second consumer group have the chance to buy the product as well. The current economic situation in Germany looks bright and the turnover of pet supplies has been growing steadily. Online trade has brought additional consumption to the market. It is concluded that the German consumers would be able to pay a high price of the product.

In the figure below, there are displayed the result of a survey which was implemented by Statista in 2016. They asked German speaking population who are making online purchases at least once a year that which payment method they prefer.

Preferred payment methods for online purchases in Germany in 2016

Which payment methods do you prefer or use most often when shopping online?



Note: Germany; April 6-18, 2017; 16-69 years; 4,398; German-speaking population making online purchases at least once a year

Further information regarding this statistic can be found on [page 114](#)

Source: Statista [ID 506308](#)



Figure 9. The most preferred payment methods in Germany 2016 (Statista 2017)

The most popular payment method according to this survey is PayPal. PayPal is known of providing a secure payment method (PayPal [29 Apr 2018]). The second one is a traditional invoice. Furthermore, the third one is direct debit payment. It would appear that Germans like to have their payments secured and want to have

safe transactions. This is important especially when they buy products from the website of Karhia, when the website language is not the language of the country and the company is not well known.

6.3 Place, distribution

The place is a channel or channels which a company uses to distribute their products or services. As brought up in the Chapter 5.6., distribution channels are divided based on if there is a distributor in between the manufacturer and customer. Even though a distributor would help concerning the language, knowing the market, and having the right channels, it might cause more issues than without a middleman. Karhia Pro is a new product, which means that customer have to have knowledge about it before using. At this stage, when the product is still under development and quite unknown in the market, it is better to sell straight to the customer. This ensures that the company gets feedback and development ideas unfiltered straight from the customer. Concerning the after sale services as well, direct selling offers the needed guidance on how to operate. The product price is quite high, therefore the company should provide the services by themselves and with a distributor the price of the product will go higher or the company will get less profit. Karhia Pro needs maintenance after 700 hours of use. This can be an issue if the user has to send the device to Finland, since it takes about two weeks only for the delivering. There are two alternative solutions for this issue. First, maintenance is arranged in Germany. The delivering would not take so long time and the users will feel more confident sending the product within the country. Second, the maintenance would be possible to do at home. This option would possibly be the best for the user.

If the maintenance of the device is would be possible to do by the user, then the person will not need to bother sending the product to another country. The overall technological readiness in Germany is high, therefore they should have the basic skill to maintenance products by themselves.

At the moment, Karhia Innovations Oy is using one distributor in Finland (Verkkokauppa.com [16 Apr 2018]) in addition to their own website. When the sales increase in Europe, it could be needed to make contracts with distributors to handle

the bigger amount of sales and services. DGAP.DE (15 Sep 2017) indicates that Zooplus AG measured by sales is Europe's leading online retailer of pet supplies. Zooplus purchases the inventory straight from the suppliers of pet products and stores to their own distribution facility and maintaining country-specific websites all over Europe to sell to consumers (Evans 30 Aug 2017). According to Zooplus [16 April 2018], the company is currently active in 30 European countries and operates local language shops in 25 markets reaching close to 4 million active customers in 2015. Zooplus could be a possible candidate for Karhia Pro to achieve the full potential all over Europe when the sales start to grow.

6.4 Promotion, communication

Promotion is the front line of any marketing mix. The goals of promotion according to Gross et al. (1993, 254) and Kucuk (2017, 59) is to offer information about products' features and attribute, get the message smoothly reach the customer and create the right image to convince consumers to buy the product. Anttila and Iltanen (1993, 22) point out that as promotion is outwardly the most visible element, it can also have a negative effect. If promotion gives a bad picture of the company or product, the customer will be no longer interested how well the other elements in the marketing mix work.

Norgan (1994, 314) explains the range of communication methods in marketing known as the promotion mix. It includes advertizing, sales promotion, personal selling and publicity. Nevertheless, promotion has changed enormously during the last decade. As Agrawal (2016) points out, when people wanted to get information about a product ten years ago, they went to visit one or two website and made a decision based on that information. Today however, the information available about products continues almost endlessly. With practically limitless information online, customer reviews and countless purchasing vendors, the purchasing power is under the customer's control more than ever before. As customers are able to find most of the needed information before even speaking to the company, how does the company sell to a customer who already knows all the facts? Agrawal (2016) shared his idea on keeping up with the competition, which is focusing on connecting with the customer rather than having the sale right away. If the company representative creates

a line of communication with the customer, then a sale can follow naturally. He underlines that it is important not to be obsessed with promoting the product, rather concentrating on engaging customers with unique content by using multiple channels.

Export Enterprises SA (Germany: reaching the consumer [16 Mar 2018]) introduces the advertising opportunities for reaching German consumers. According to their study, about 90 percent of German households have a cable or satellite television and 88 percent of Germans are using the Internet. They report that Germans spend watching television around three and a half hours (233 minutes) and an average of 2 hours surfing the Internet per day. Further methods mentioned in the research to reach the consumer are advertising in newspaper, radio, mail, transportation venues and in the internet. The primary newspapers in Germany are Allgemeine Zeitung, Bild Zeitung and Frankfurter Allgemeine Zeitung. It is possible to have an impact nationally or regionally according to the method chosen.

In the following figure are the countries where people tend to look at online reviews when they do not feel confident making a purchase decision. After Great Britain and Poland, Germany has the highest rate. This could be because of the high uncertainty avoidance in Germany. To avoid disappointments, other people's opinions matter.

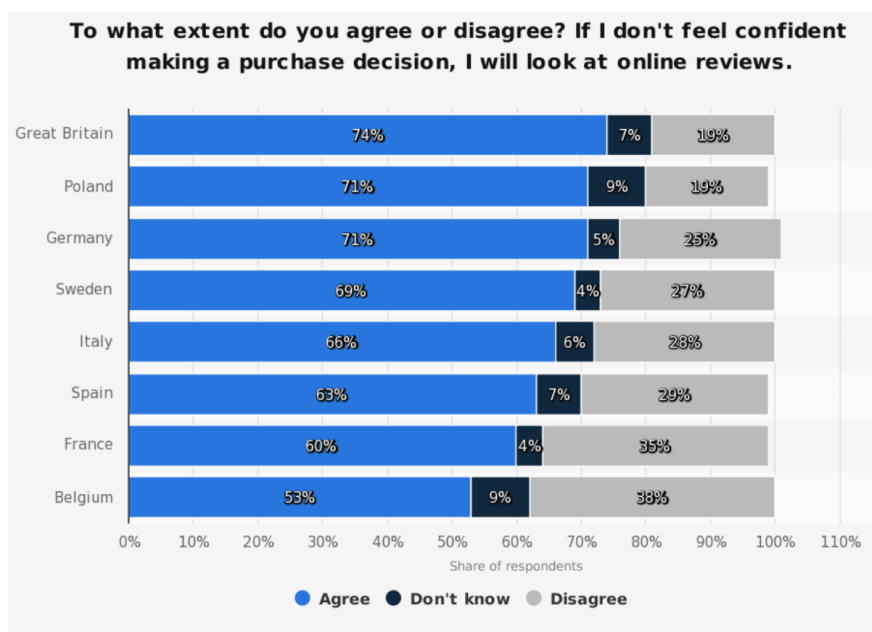


Figure 10. Online reviews (Statista 2013)

The communication is important and companies need to inform and persuade customers. Gross et al. (1993, 528) indicate that the companies must listen as well: listen for complaints, suggestions, and requests for service support. Furthermore, the company will learn from customers and become skilled marketing communicator. As mentioned in Chapter 5.7, Germans consider pets as companions, family members, and as support. This is a message that should be brought up through promotion. Wellness of the dogs should be emphasized and the stories of the product will make the German consumer more confident.

6.4.1 Trade fairs

Germany is famous for having the leading international trade fairs. The concept trade fair was born in Germany during the Middle Ages. Nowadays, it is an enormous business, combined revenues are more than 3 billion euro a year (AUMA [29 Apr 2018]; Handelsblatt 6 Mar 2018; export.gov 28 Sep 2017). Businesses are attending the fairs to attract new customers and increasing the awareness of the company. Furthermore, maintaining existing customers and presenting the most recent products is equally as important. In the figure below are presented the most common objectives for a company to join a trade fair.



Figure 11. Objectives of trade fair participations (AUMA 2017).

The survey was conducted with 501 companies, among the companies 83 percent think that acquiring new customers is the most important objective for attending to a trade fair. As it can be seen in the figure, taking care of the existing customers is equally as important. Increasing the company awareness is as third with 81 percent (AUMA [30 Apr 2018]). It can be concluded that the companies attending to trade fairs have multiple objectives which they want to achieve. Therefore, it is important to recognise the core objectives and how to achieve them before attending. According to AUMA [30 Apr 2018], the aim of the exhibitor can be divided into five segments. First, the global aims. This means that the goal is to explore new markets, discover market niches, evaluate the competitiveness, investigate export opportunities, evaluate the overall industry situation and detect new development trends. Second, the communication aims. This means to meet people, increase general awareness of the company, expand the press work. As seen in the figure displayed before, communication aims are the most common objectives for companies attend to trade fairs. Third, aims concerning prices and sales. This means finding more information about the price margins in the industry. Fourth, distribution aim which means expanding the sales network, and fifth, product aim which means testing the market acceptance of the products and introducing a new product. For the commissioner company, it is important in the start to raise the awareness of the brand and collect data about the acceptance of the product.

Below are listed the trade fairs and exhibitions arranged in Germany during the years of 2018 (toFairs.com [30 Apr 2018]). These events are arranged for pet supply industry, pet trade and pet ownership.

- Interzoo
Int'l Trade Fair for Pet Supplies
May 8–11th 2018, Nuremberg
- Hund & Katz
Pet Trade Show
May 11–13th 2018, Dortmund
- Internationale und Nationale Rassehunde-Ausstellung
Int'l Pedigree Dog Show
Jun 16–17th 2018, Erfurt

- RasseHunde
Int'l Dog Fair
Oct 6–7th 2018, Rostock

- HausFreunde
Home Friends
Nov 2–4th 2018, Nuremberg

- Animal
Exhibition for Pet Ownership
Nov 17–18th 2018, Stuttgart

Interzoo, arranged in Nuremberg in May 8–11th 2018, is the most suitable trade fair for Karhia Innovations Oy to attend. It is the world's biggest trade fair for the international pet industry, manufacturers, wholesalers and service providers. Companies from over 60 countries attend to introduce products for pets and innovative pet supplies (Interzoo [30 Apr 2018]). The other trade fairs and exhibitions listed above are more concentrating in the B2C business, therefore attending to Interzoo will give a unique opportunity to get to know the B2B business of pet care supply industry and the niche market in Germany. Interzoo is arranged every second year.

7 Scientific study of Karhia Pro user experience

This chapter covers the scientific study that was undertaken to acquire practical knowledge of the target customer base and market. According to Sanders et al. (2009, 5), research can be defined as an issue which is initiated in order to discover findings in a systematic way, thereby increasing knowledge. In this chapter it is necessary to acknowledge that the term 'method' refers to techniques and procedures used to acquire and examine data (Saunders et al, 3). Furthermore, the term 'methodology' refers to the theory of how research should be initiated.

According to Zainal (2007, 1) a case study method allows a researcher to carefully analyse the data within a particular context. As in most cases, a case study method selects a small geographical area or a very restricted number of individuals as the subject of study. In this case study, two individuals were chosen by the commissioner company for the triangulation study. They both work as groomers in Germany, therefore are considered as having the expert level of knowledge on the German grooming industry. The research methodology is mainly qualitative, because the main goal is gain particular understanding about the behaviour of the target customer in the target market and how the product fulfils the wants and needs of the customer. Taylor, Bodgan and Marjorie (2016, 7) define a qualitative method in the broadest meaning to study that produces descriptive data, which is the participant's written or spoken words and observable behaviour. Saunders, Lewis and Thornhill (2009, 320) indicate that, qualitative interviews are often highly formalised and structured, using standardised questions for each study participant.

7.1 Implementation of the study

The commissioner company chooses two participants to take part of to the study. The requirement is that the participant is working as a groomer in Germany. The company provides information about two possible candidates, who have been in contact with the company and shown interest in the product. The author contacts the participants and offers a 30-day trial of Karhia Pro (see APPENDIX 3). After the trial, the participants can buy the product at a reduced price or return it back with no

cost. The offer is sent in English and in German. The German version is proofread by a German native. Both of the participants answered back in German and wanted to take part in the trial. Furthermore, conversation is continued using only German and the messages are checked by a German native before sending. After the participants send their contact information, the author forwards the necessary information's to Silvia Walle, the product manager of Karhia Innovations Oy. The company takes care of packing and sending the products. The author sends the participants the tracking information about the packages. The packages were sent in 26th March 2018. The delivery time in Europe is known to take 5–10 days.

The Webropol online survey tool is used to create and distribute the questionnaires to the participants. After the participants have the product to be tested for 2–3 weeks, the questionnaire is distributed to them. The author also contacts the participants multiple times via email, Facebook and text messages. After the trial and answering to the questionnaire, they inform the author if they want to buy the product at a reduced price or return it with no costs. The author forwards the decision to Silvia Walle, the product manager of Karhia. From that point, the commissioner company has the responsibility how the process is continues and the author gathers and analyses the results.

7.2 Background information of the participants

The questionnaire (see APPENDIX 4) is divided into three pages. This chapter concerns the first page of the questionnaire which is about the professional background information about the participants. The questionnaire is filled out anonymously to protect the personal data and to receive honest opinions from the participants. As mentioned before, both of the participants are working as groomers in Germany and having a decade experience in the field of grooming. More precise, one has 12 years' experience while the other one has 14 years' experience in grooming, works simultaneously as a breeder, and has before becoming a groomer worked as a dog trainer. Both of the participants are registered groomers. They work in different federal states in Germany. These states are Hessen, which locates in the west-central

part of Germany, and Schleswig-Holstein, which is located in the northern of Germany. In conclusion, it can be ascertainable that the participants have the required level of knowledge and experience in the field of grooming.

7.3 User experience of Karhia Pro

This chapter will deal with the questions 8–12 and 15 of the questionnaire. These questions are open-end concerning the use of Karhia Pro. The second page of the questionnaire is about the user's experience the participants had when handling and adapting to use the product. The questions are open-end, which allows them to describe the process freely. It is focusing on the feelings and opinions they have when they use the product. Both of the participants encountered the product the first time on Facebook. This tells that the marketing on Facebook is effective and attractive. During the trial of 2–3 weeks, participant A had ten different dogs and participant B had four dogs. The breed of these four dogs is Airedale terrier. The participant expresses interest to try the product also with other breeds. Both of the participants had multiple times to try the product before filling the questionnaire out.

In the question number 8, the participants are asked how they felt when they used the device for the first time. Participant A was excited and looking forward to getting the device to help doing the work. Participant B expresses feeling insecure at first, but mentioned that learned quickly how to use the product. In the question number 9, the participants are asked how their opinion changed after a few time of use. Participant A states that the opinion did not change and was still excited. Participant B indicates that the device was disappointing. In the question number 10, the participants are asked that how did the results of their work change. In this question, both of the participants indicate that their expectations were not fulfilled. They did not see acceptable results when using the product. They express that the results were not visible enough. In the questions number 11 and 12, the participants are asked whether they could imagine using Karhia Pro in the future, and would they recommend the product for others. They both answered that they do not see themselves using the product in the future, as well as would not recommend it for others.

According to the participants, the reason is that the product is not effective and results by hand are better. The participants further express that the device takes too much effort and is expensive.

In the questions number 15, the participants are asked if they have any further improvements or suggestions concerning Karhia Pro. Since both of the participants did not express interest in buying the product, it is important to acknowledge what kind of modifications has to be made before entering the market and fulfilling the target customers' needs and wants. Unlike the other questions in the questionnaire, this was not a mandatory question to answer. Fortunately, both of the participants provided improvement points. One said that the functions of the device have to be improved and the other one said that the instructions of the device should be in German.

7.4 Consumer behaviour of the participants

The questions number 13 and 14 in the questionnaire are related to the consumer behaviour of the participants. The questions are created using a quantitative method. Therefore, it has to be acknowledged that since there are only two participants, the answers cannot be used to reflect to represent all of the groomers and their buying habits in Germany. These questions are implemented to understand the consumer behaviour of the participants in this study.

In the question number 13, the participants are asked to rank the factors which affect their buying decision on pet care supplies from 1 to 5. The number 1 reflects the most important factor, number 2 the second important etc. The table below presents the ranked factors affecting buying decision of participant A. Quality is ranked as the most important factors. Furthermore, Easy-to-use as the second important, and other people's opinions/recommendations as the third important. Moreover, fast delivery is the fourth factor and price as the last factor affecting the buying decision.

Table 6. Factors with an impact on the buying decisions of participant A

	The most important factor					The least important factor				
	1	2	3	4	5	1	2	3	4	5
Preis Price	0	0	0	0	1					
Qualität Quality	1	0	0	0	0					
Einfach zu verwenden Easy-to-use	0	1	0	0	0					
Schnelle Lieferung Fast Delivery	0	0	0	1	0					
Kundendienst After-sale services	0	0	0	0	0					
Meinungen anderer Leute / Empfehlungen Other people's opinions/recommendations	0	0	1	0	0					

The table below presents the ranked factors affecting the buying decision of participant B. Other people's opinions and recommendations is the most important factor. The second is the price, and the third quality. Furthermore, easy-to-use is the fourth and fast delivery is the least important factor.

Table 7. Factors with an impact on the buying decisions of participant B

	The most important factor					The least important factor				
	1	2	3	4	5	1	2	3	4	5
Preis Price	0	1	0	0	0					
Qualität Quality	0	0	1	0	0					
Einfach zu verwenden Easy-to-use	0	0	0	1	0					
Schnelle Lieferung Fast Delivery	0	0	0	0	1					
Kundendienst After-sale services	0	0	0	0	0					
Meinungen anderer Leute / Empfehlungen Other people's opinions/recommendations	1	0	0	0	0					

It can be concluded that, the factors which effects on the buying decision of the participants are in different order. The unifying factor is that both of the participants do not see the delivery time being a significant factor affecting their buying decision. Quality is also a significant factor since it is ranked to be the first by participant A and as the third by participant B.

In the question number 14, it is asked where the participants usually buy pet care supplies. The options are an online store, physical store and somewhere else, where? Multiple choices were possible in this question. Participant A answers that the place does not matter, the buying decision is made based on the location of the good product. Participant B chooses all of the options, which opens the additional questions of which place online, which kind of physical store and where else the products are bought. Participant B uses the Amazon when buying online, and Futterhaus when buying from a physical store. Participant B mentions trade fairs and exhibitions as well.

7.5 Validity and reliability

According to Saunders et al. (2009, 157), validity refers that the data collection method or methods correctly measure what they are intended to measure. Furthermore, it concerns that the findings of the study are genuinely what they appear to be about. Validity fundamentally means that the study does not include systematic errors and averagely gives right results (Heikkilä 2014, 11). The questions in this study covers the research problem and measures the right concepts. The goal was fulfilled by both participants sharing their opinions and experiences after using Karhia Pro. This study gives answers to the research questions and future development ideas are represented.

Saunders et al. (2009, 156) define that reliability means that the technique or techniques of the data collection will produce reliable findings and similar outcomes or conclusions would be made by other researchers. Furthermore, there is transparency in how sense was made to data. This study was implemented with two participants, therefore the outcome could be different concerning if there would be more participants included. In this case, the processing of the data is neutral and clear, therefore the same outcomes would be achieved by other researcher as well.

It can be concluded that this study is valid since there is no systematic error discovered. If the study was implemented in similar conditions, the results would more likely remain the same, therefore the study can be recognised as reliable.

7.6 Results

Based on the study implemented and the theoretical background introduced, the following results are revealed. Both of the participants were not interested in buying the product with a reduced price and would not recommend the product for others. Consequently, the product Karhia Pro and the services provided are necessary to be adapted with the target market. As discovered before, the technological adoption and absorption in Germany are lower than in Finland. Therefore, getting used to new devices can be more challenging. The most visible modification required is the language, which means that the minimum effort of adaption is translating instructions as well as the website in German. Providing the full knowledge on the usage of the product by offering the information in the language of the target country increases the confidence of buying and using the product. The participants mentioned that their expectations were not fulfilled and the functions of the device should be improved. They state that the device takes too much effort and is quite expensive. The high uncertainty avoidance in Germany reflects in the behaviour of the target costumers, which means that every detail has to be well-thought. This brings to the price, the niche pet care supply market in Germany is quite price sensitive and likes to be well-informed before making buying decisions. Similarity can be seen comparing the low score in indulgence, which can be reflected on the attitude of slight pessimist.

The participants of the study do not have a specific preference when it comes to the place and distribution. Therefore, the direct distribution is a good option since having a distributor in between will either cause an increase in the price, or decrease in the company's profit. Direct distribution offers unfiltered feedback from the target consumer to the company and makes organising the after-sale services smoother. If the sales volume increases and the product come better known in Germany, there are some options as a retailer. Das Futterhaus was mentioned by the participant B when shopping in a physical store. As displayed in Chapter 5.3, Das Futterhaus is the second largest pet care supply retailer after Fressnapf. The participant B mentioned the Amazon as the one that is used usually when buying pet care supplies online and further brought up trade fairs and exhibitions. Taking part in trade fairs and exhibitions will give the target customer an opportunity to get to know the product and try it before making the purchasing decision. Therefore, it provides a unique

opportunity for the customers to have full knowledge what kind of product they are buying and will protect from the uncertainty. Participants in this study did not prefer a specific platform when buying pet care supply products. This tells that the promotion might be more important than the place. It is discovered that the promotion of Karhia Pro in Facebook gives a functional and pleasant image to the target consumers in Germany.

It can be concluded that the customer expectation of Karhia Pro was high and fell short when they got the chance to try the product. Meeting the customer expectations in the future will acquire adjusting the product, which is the minimum effort of language and improving functions. The most certain way to prevent an unsatisfied customer is to join trade fairs and exhibitions in Germany and let the target customers to try the product before purchasing.

8 Conclusion

The aim of this thesis was to provide information about the most important customer segment thinks about the product and the company, what are their needs and wants, and how the company should adjust the product and services to meet the demands of the target customers in Germany. This goal was accomplished by introducing the theoretical background and taken into consideration the elements of an international marketer and looking more closely into the pet care supply market in Germany. Furthermore, marketing mix was created for Karhia Pro according to the environmental elements of the target market and target customer base. Product trial opportunity was offered to the target customer representatives in the target market. Opinions and feelings, as well as development ideas were gathered during the study.

It is necessary for the company to get to know the environmental factors of the specific target market. These include political and legal forces, economic forces, competitive structure, level of technology, geography and infrastructure, distribution structure and cultural forces. The international marketer cannot change the elements mentioned above. Instead, the product, price, place, and promotion can be modified to meet the requirements of the environmental elements. The target customers, who were part of this study, find the idea of Karhia Pro beneficial and attractive. The expectations did not become filled when they got the chance to try the product. This provides information about the niche market in Germany. They can feel slightly insecure when working for a decade using certain habit and then suddenly changing their way of working. Completely new working habits take time to get used to.

The pet care supply market volume is growing. This is justifiable by the increasing trend in the healthiness and wellness of pets. Even though it is a niche market, the market volume is increasing. As it was examined during the study, the German market is open for new innovative solutions like Karhia Pro, but the familiarization takes time. It is important that the product and services are adjusted to meet the needs and wants of the German customers. In the next chapter, the further operations to increase the opportunity for the products to succeed in the market is introduced.

8.1 Further operations

This chapter concludes the further operations recommended to the commissioner company. The concepts presented are a summary of what the author suggests for the future based on the theoretical background and the study.

To convince the target customer base, they should be offered to try and feel the product before making the purchasing decision. This way, the feeling of disappointment is decreased. Trade fairs and exhibitions are the best place to offer to try out the product. When buying something which has great details of usage and after sale services included, customers will feel more secure if the communication happens in language of the country. The minimum effort is that the instructions of the product would be translated into German. Furthermore, it would be beneficial that the website is translated in German as well.

There should be minor adjustments concerning the product itself, when expanding the customer base abroad. It might be that the function does not please the target customer base in Germany. Therefore, it would be crucial that Karhia Innovations Oy would gather opinions from the target customer who have tried the product. The great opportunity would be in the trade fairs and exhibitions, where the customer could try the product and then fill feedback. It will provide further knowledge on the functions which need improvement. Concerning the trade fairs, it is recommended that German language skills will be taken into consideration for the trade fairs and services provided.

The niche pet care supply market in Germany seems to be quite price sensitive and this should be taken into consideration when starting the export operations. Promotional offers and discounts could encourage the German consumers, but if there is uncertainty about the product the discounts will not help. German target customers want to get detailed information about the product and feel well-informed.

BIBLIOGRAPHY

Accuray Research. 2017. Global Pet Grooming Market Analysis & Trends – Industry Forecast to 2025. [Web page]. [Ref. 27 March 2018]. Available at: <http://www accurayresearch.com/industrial-manufacturing/pet-grooming-market-analysis-size-share-trends#>

Agrawal, AJ. 2016. How Marketing Has Changed and Why It Matters. [Web page]. [Ref. 8 March 2018]. Available at: <https://www.inc.com/aj-agrawal/how-marketing-has-changed-and-why-it-matters.html>

Ahokangas, P & Pihkala, T. 2002. Kansainvälistyvä yritys. Helsinki: Edita Prima Oy.

Amadeo, K. 2017. Germany's Economy: Successes and Challenges: Why Germany Won't Ever Quit the EU. [Web site]. [Ref. 20 April 2018]. Available at: <https://www.thebalance.com/germany-s-economy-3306346>

Anttila, M & Iltanen, K. 2001. Markkinointi. 5th edition. Porvoo: WS Bookwell Oy.

AUMA. Undated. Trade fairs among the various marketing options. [Web page]. [Ref. 29 April 2018]. Available at: <http://www.auma.de/en/TippsForExhibitors/ExhibitingInGermany/Seiten/PartOfMarketingOptions.aspx>

Bailey, B & Ward, R. Undated. Niche Market Pricing and Strategies for Maintaining Price Premiums. [Online publication]. [Ref. 22 April 2018]. Available at: http://www.valueaddedaq.org/nichemarkets/4_SupplyDemandAndElasticities.pdf

Cateora, P. Gilly, M. & Graham, J. 2009. International Marketing. 14th edition. New York: McGraw-Hill/Irwin.

Csapóné Riskó, T & Wiwczarowski, T. 2014. Foreign Uncontrollable Elements of Marketing: Roots of Cultural Forces. [Online publication]. [Ref. 16 April 2018]. Available at: <https://ndpublisher.in/admin/issues/IJSSV3N3a.pdf>

Derwesten.de. 2013. Deutschlands beste Hundefriseurin kommt aus Bayern. [Web page]. [Ref. 27 March 2018]. Available at: <https://www.derwesten.de/panorama/tierisches/deutschlands-beste-hundefriseurin-kommt-aus-bayern-id8388585.html>

Euromonitor. 2017. Pet Care in Germany. [Web page]. [Ref. 21 April 2018]. Available at: <http://www.euromonitor.com/pet-care-in-germany/report>

Euromonitor. 2017. Pet Products in Germany. [Web page]. [Ref. 21 April 2018]. Available at: <http://www.euromonitor.com/pet-products-in-germany/report>

- European Commission. Undated. Economic forecast for Germany. [Web page]. [Ref. 16 April]. Available at: https://ec.europa.eu/info/business-economy-euro/economic-performance-and-forecasts/economic-performance-country/germany/economic-forecast-germany_en
- European Commission. 2017. State of the Union 2017 – Industrial Policy Strategy: Investing in a smart, innovative and sustainable industry. [Web page]. [Ref. 13 March 2018]. Available at: https://ec.europa.eu/cyprus/news/20170918_en
- European Commission. 2018 reform of EU data protection rules. [Web page]. [Ref. 18 April 2018]. Available at: https://ec.europa.eu/commission/priorities/justice-and-fundamental-rights/data-protection/2018-reform-eu-data-protection-rules_en
- Evans, J. 2017. Zooplus AG: The digital pet store with a moat. [Web page]. [Ref. 16 April 2018]. Available at: <https://medium.com/@jevansVolta/zooplus-ag-the-digital-pet-store-with-a-moat-58ab6befde4>
- Export Entreprises SA. Undated. Germany: Distributing a product. [Web page]. [Ref. 21 April]. Available at: <https://en.portal.santandertrade.com/analyse-markets/germany/distributing-a-product>
- Export Entreprises S.A. Undated. Germany: Economic and political outline. [Web page]. [Ref. 20 April]. Available at: <https://en.portal.santandertrade.com/analyse-markets/germany/economic-political-outline>
- Export Enterprises SA. Undated. Germany: Reaching the customer. [Web page]. [Ref. 16 March 2018]. Available at: <https://en.portal.santandertrade.com/analyse-markets/germany/reaching-the-consumers#marketing>
- Export.gov. 2017. Germany - Trade Promotion and Advertising. [Web page]. [Ref. 30 April 2018]. Available at: <https://www.export.gov/article?id=Germany-Trade-Promotion-and-Advertising>
- Germany Trade & Invest. Undated. Infrastructure: World's Top-Ranked Infrastructure. [Web site]. [Ref. 21 Apr 2018]. Available at: <http://www.gtai.de/GTAI/Navigation/EN/Invest/Business-location-germany/Business-climate/infrastructure.html>
- Gross, A. Banting, P. Meredith, L & Ford, I. 1993. Business Marketing. Boston: Houghton Mifflin Company.
- Handelsblatt. 2018. Why Germany dominates the global trade-show business. [Web page]. [Ref. 30 April 2018]. Available at: <https://global.handelsblatt.com/companies/germany-dominates-global-trade-show-business-894495>

- Handelsdaten. 2015. Bruttoumsatz (in Millionen Euro) und Anzahl der Verkaufsstellen der führenden Unternehmen im Tier- und Zoofachhandel in Deutschland im Jahr 2014. [Online publication]. [Ref. 21 April 2018]. Available in the Handelsdaten statistics database. Registration required.
- Harvard Business Review. 2008. The Five Competitive Forces That Shape Strategy. [Web page]. [Ref. 12 March 2018]. Available at: <https://hbr.org/2008/01/the-five-competitive-forces-that-shape-strategy>
- Heikkilä, T. 2014. Tilastollinen tutkimus. Ninth edition. Helsinki: Edita Publishing Oy.
- Hofstede, G. 1991. Cultures and Organizations: Software of the Mind. Maidenhead: McGraw-Hill.
- Hofstede, G. 1984. Culture's Consequences: International Differences in Work – Related Values. California: SAGE Publications, Inc.
- Hofstede, G. Hofstede, G-J & Minkov, M. 2010. Cultures and organizations: Intercultural Cooperation and Its Importance for Survival. Maidenhead: McGraw-Hill.
- Hofstede Insights. Undated. Country comparison. [Web page]. [Ref. 9 March 2018]. Available at: <https://www.hofstede-insights.com/country-comparison/finland-germany/>
- Industrieverband Heimtierbedarf (IVH) e.V. & Zentralverband Zoologischer Fachbetriebe Deutschlands e.V. 2016. Umsatz der deutschen Heimtierbranche und Anzahl der Heimtiere in Deutschland. [Online publication]. [Ref. 19 February 2018]. Available at: <https://www.zzf.de/presse/meldungen/meldungen/article/deutscher-heimtiermarkt-2016-mit-umsatzplus.html>
- Infosurv. Undated. Insider Blog: Are Open-Ended Questions Qualitative Research? [Web page]. [Ref. 13 April 2018]. Available at: <https://www.infosurv.com/open-ended-questions-qualitative-research/>
- International Monetary Fund. 2018. Three German Economic Challenges with European Effect. [Web page]. [Ref. 20 April 2018]. Available at: <https://blogs.imf.org/2018/01/17/three-german-economic-challenges-with-european-effect/>
- Interzoo. Undated. Interzoo – the international pet industry's leading exhibition. [Web page]. [Ref. 30 April 2018]. Available at: <https://www.interzoo.com/en>
- Investopedia. Undated. Infrastructure. [Web page]. [Ref. 15 March 2018]. Available at: <https://www.investopedia.com/terms/i/infrastructure.asp>
- Investopedia. Undated. Price Skimming. [Web page]. [Ref. 22 April 2018]. Available at: <https://www.investopedia.com/terms/p/priceskimming.asp>

- Invesdor. Undated. Karhia - World's first electric dog coat stripper. [Web page]. [Ref. 16 April 2018]. Available at: <https://www.invesdor.com/en/pitches/834?token=779c277c04c3dd95e94f13a41107f1e5>
- Karhia. Undated. KarhiaPro Groomer's Kit. [Web page]. [Ref. 2 May 2018]. Available at: <https://www.karhia.com/tuote/karhia-pro-groomers-kit/>
- Karhia. Undated. Product time and costs of use. [Web page]. [Ref. 7 March 2018]. Available at: <https://www.karhia.com/en/karhia-pro/>
- Kleinschmidt, E-J & Cooper, R-G. 1988. The Performance Impact of an International Orientation on Product Innovation. Bingley: MCB University Press Ltd.
- Kotler, P. 1999. Kotler on marketing: How to create, win, and dominate markets. London: Simon & Schuster UK Ltd.
- Kotler, P & Armstrong, G. 2010. Principles of Marketing: Global Edition. New Jersey: Pearson Education.
- Kotler, P. Armstrong, G. Harris, L-C & Piercy, N. 2017. Principles of Marketing: Seventh European edition. Harlow: Pearson Education Limited.
- Kucuk, S. 2017. Visualizing Marketing: From Abstract to Intuitive. Cham: Springer International Publishing AG.
- LaMotta, L. 2017. Forbes. Should You Offer A Free Trial? [Online publication]. [Ref. 14 April 2018]. Available at: https://www.forbes.com/2007/06/20/omnicom-burger-king-ent-sales-cx_II_0620freetrial.html#527cb36761e5
- Marthur, U.C. 2012. Sales and Distribution Management. Second edition. New Delhi: New age international (P) limited.
- McBride, J. 2018. The Risks of U.S. Steel and Aluminum Tariffs. [Web page]. [Ref. 16 April 2018]. Available at: <https://www.cfr.org/backgrounder/risks-us-steel-and-aluminum-tariffs>
- McCarthy, E.J. 1960. Basic Marketing: A management approach. Irwin: Homewood, Ill.
- Medium. 2016. Mikä ihme on GDPR? [Web page]. [Ref. 18 April 2018]. Available at: <https://medium.com/@combitech/mik%C3%A4-ihme-on-gdpr-37f607a5013e>
- Mooi, E. Sarstedt, M & Mooi-Reci I. 2018. Market Research: The Process, Data, and Methods Using Stata. Singapore: Springer Nature.

- Mordor Intelligence. 2017. Germany Pet Food Market-Growth, Trends and Forecast (2017-2022). [Web page]. [Ref. 9 April 2018]. Available at: <https://www.mordorintelligence.com/industry-reports/germany-pet-food-market>
- Norgan, S. 1994. Marketing Management: A European Perspective. Boston: Addison-Wesley Publishers Ltd.
- Ohr, R. 2014. Pet Study – ‘Pet Ownership as Economic Factor’: The economic significance of pet ownership in Germany. [Online publication]. [Ref. 27 March 2018]. Available at: <https://www.uni-goettingen.de/en/pet+study%3A+pet+ownership+as+economic+factor+in+germany/500479.html>
- Ortner, K. 2014. Developing a marketing plan for Germany – Case Galaxo Ltd. Thesis. [Online publication]. [Ref. 16 March 2018]. Available at: https://www.theseus.fi/bitstream/handle/10024/82323/Ortner_Katharina.pdf?sequence=1&isAllowed=y
- Papageorgiou, K. 2013. 5 Reasons Why Companies Go International. TechHub London. [Web page]. [Ref. 10 February 2018]. Available at: <https://blog.techhub.com/5-reasons-why-companies-go-international/>
- Paypal. Undated. Security for buyers. [Web page]. [Ref. 29 April 2018]. Available at: <https://www.paypal.com/us/webapps/mpp/paypal-safety-and-security>
- PESTLE Analysis. 2015. Political Factors Affecting Business. [Web page]. [Ref. 9 March 2018]. Available at: <http://pestleanalysis.com/political-factors-affecting-business/>
- Proctor, T. 2000. Strategic Marketing: An Introduction. London: Routledge.
- Product in international market. Undated. [Online publication]. [Ref. 29 April 2018]. Available at: https://webcache.googleusercontent.com/search?q=cache:aw173vmdLgQJ:https://is.muni.cz/el/1456/podzim2010/MPH_IMAR/um/Product_in_international_market.ppt+&cd=4&hl=fi&ct=clnk&gl=fi
- PwC. 2017. Doing business and investing in Germany. [Online publication]. [Ref. 21 April 2018]. Available at: https://www.pwc.com/hu/hu/german_business_group/assets/doing_business_in_germany_guide_2017.pdf
- Reinikainen, J. 2017. Keksintösäätiö. Karhia voitti 40 000 euroa. [Web page]. [Ref. 16 April 2018]. Available at: <http://www.keksintosaatio.fi/uutiset/karhia-voitti-40-000-euroa/>
- Samy, A. 2017. Everything you need to know about having a pet in Germany. [Web page]. [Ref. 26 March 2018]. Available at: <https://www.thelocal.de/20171123/everything-you-need-to-know-about-having-a-pet-in-germany>

- Saunders, M. Lewis, P & Thornhill, A. 2009. Research methods for business students. Fifth edition. Harlow: Pearson Education Limited.
- SeAMK Intra. Undated. Aineistonhallinta opinnäytetyössä – mitä tulee ottaa huomioon. [Online publication]. [Ref. 18 April 2018]. Available in the SeAMK Intra database. Registration required.
- Smartling. 2018. What Localization for Business Really Means. [Web publication]. [Ref. 29 April 2018]. Available at: <https://www.smartling.com/blog/localization-what-it-really-means-for-your-business/>
- Suder, G. 2011. Doing Business in Europe. Second edition. California: SAGE Publications Inc.
- Taylor, S. Bodgan, R & DeVault, M. 2016. Introduction to Qualitative Research Methods: A Guidebook and Resource. Fourth edition. New Jersey: John Wiley & Sons, Inc.
- Technavio. 2016. Global Pet Grooming Market 2016–2020. [Web page]. [Ref. 27 March 2018]. Available at: <https://www.technavio.com/report/global-general-retail-goods-and-services-pet-grooming-market>
- The Economic Times. Undated. Definition of 'Marketing Mix'. [Web page]. [Ref. 27 February 2018]. Available at: <https://economictimes.indiatimes.com/definition/marketing-mix>
- The Heritage Foundation. Undated. 2018 Index of Economic Freedom: Germany. [Web page]. [Ref. 20 April 2018]. Available at: <https://www.heritage.org/index/country/germany>
- toFairs.com. Undated. Pet exhibitions Industry Trade Fairs in Germany. [Web page]. [Ref. 30 April 2018]. Available at: <http://www.tofairs.com/fairs.php?fld=&rg=1&cnt=1048&cty=&sct=189>
- Vaittinen, A. 2014. Kansainvälistymisen vaihtoehdot Saksan markkinoille – Case Catmandoo. Theseus. [Online publication]. [Ref. 10 February 2018]. Available at: https://www.theseus.fi/bitstream/handle/10024/77722/Vaittinen_Antti.pdf?sequence=1&isAllowed=y
- Veraart Research. Undated. Top petcare retailers in Europe: turnover in Europe 2010 in Million. [Web site]. [Ref. 21 April 2018]. Available at: <http://www.retail-index.com/Sectors/PetCareretailersinEurope.aspx>
- Verkkokauppa.com. Undated. Karhia Pro Groomer's Kit –nyppivä trimmeri. [Web page]. [Ref. 16 April 2018]. Available at: <https://www.verkkokauppa.com/fi/product/7282/jvnqm/Karhia-Pro-Groomer-s-Kit-nyppiva-trimmeri>

Vilkkä, H & Airaksinen, T. 2004. Toiminnallinen opinnäytetyö. Second edition. Jyväskylä: Gummerus Kirjapaino Oy

World Economic Forum. 2017. The Global Competitiveness Report 2017–2018. [Online publication]. [Ref. 13 March 2018]. Available at: <http://www3.weforum.org/docs/GCR2017-2018/05FullReport/TheGlobalCompetitivenessReport2017-2018.pdf>

Wyner, A. 1997. Research Methods: Product Testing: Benefits and Risks. [Web page]. [Ref. 13 April 2018]. Available at: <https://archive.ama.org/archive/ResourceLibrary/MarketingResearch/documents/9705084862.pdf>

Your Europe. 2018. Pricing and payments. [Web page]. [Ref. 16 April 2018]. Available at: https://europa.eu/youreurope/citizens/consumers/shopping/pricing-payments/index_en.htm

Zainal, Z. 2007. Case study as a research method. [Online publication]. [Ref. 4 April 2018]. Available at: http://psyking.net/htmlobj-3837/case_study_as_a_research_method.pdf

Zooplus. Undated. Business model. [Web page]. [Ref. 16 April 2018]. Available at: <http://investors.zooplus.com/en/zooplus-company-portrait.html>

APPENDICES

APPENDIX 1. The main new elements of the EU Industrial Policy Strategy 2017

APPENDIX 2. Federal states in Germany

APPENDIX 3. Offers to the participants in English and German

APPENDIX 4. Questionnaire after the trial period of Karhia Pro

APPENDIX 1. The main new elements of the EU Industrial Policy Strategy 2017

The main new elements of the EU Industrial Policy Strategy include:

- A comprehensive package to reinforce our industry's **cybersecurity**. It includes the creation of a European Cybersecurity Research and Competence Centre to support the development of technology and industrial capabilities in cybersecurity, as well as an EU-wide certification scheme for products and services, recognised in all Member States (adopted on 13 September 2017).
- A proposal for a Regulation on the **free flow of non-personal data** that will enable data to circulate freely across borders, helping to modernise industry and create a truly common European data space (adopted on 13 September 2017).
- A new series of actions on Circular Economy, including a strategy on **plastics** and measures to improve the production of **renewable biological resources** and their conversion into bio-based products and bio-energy (autumn 2017).
- A set of initiatives to modernise the Intellectual Property Framework, including a report on the functioning of the Directive on the enforcement of **intellectual property rights** and a Communication on a balanced, clear and predictable European licensing framework for **Standard Essential Patents** (autumn 2017).
- An initiative to improve the functioning of **public procurement** in the EU, including a voluntary mechanism to provide clarity and guidance to authorities planning large infrastructure projects (autumn 2017).
- Extension of the **Skills Agenda** to new key industry sectors, such as construction, steel, paper, green technologies and renewable energies, manufacturing and maritime shipping (autumn 2017).
- A strategy on **sustainable finance** to better orient private capital flows to more sustainable investments (early 2018).
- Initiatives for a **balanced and progressive trade policy** and a European framework for the **screening of foreign direct investments** that may pose a threat to security or public order (adopted on 13 September 2017).
- A revised list of **critical raw materials** where the Commission will continue to help ensure the secure, sustainable and affordable supply for the EU manufacturing industry (adopted on 13 September 2017).
- New proposals for **clean, competitive and connected mobility**, including tightened CO₂ emissions standards for cars and vans, an Alternative Fuels Infrastructure Action Plan to support the deployment of charging infrastructure, and actions to foster autonomous driving (autumn 2017).

Putting this holistic strategy into practice is a shared responsibility. Its success depends on the efforts and cooperation of the EU institutions, Member States, regions and most importantly on the active role of industry itself.

The main new elements of the EU Industrial Policy Strategy 2017

European Commission 2017

APPENDIX 2. Federal states in Germany



Federal states in Germany
Eupedia 2012

APPENDIX 3. Offers to the participants in English and German

Dear XX,

My name is Marianne Kivikangas. I am contacting you, because according to my knowledge you are interested in the **Karhia Pro coat stripper** for wire-haired dogs (<https://www.karhia.com/en/>). I am writing my Bachelor's Thesis for Karhia and doing a study about German consumers. I would like to know your opinion about using the product.

You are offered to test the product for **30 -days for free**. By signing up for the free trial, you will commit to answer my questionnaire about using the product. There might be an email interview as well. After the trial period of 30-days, you can buy the product with a reduced price of XXX, XX € (normal price 599.00€) or return it for free.

Let me know **as soon as possible** if you are interested. I will then provide you with some more information.

Greetings from Finland,
Marianne Kivikangas
International Business student, Seinäjoki University of Applied Sciences

Sehr geehrte(r) Frau/Herr XX,

Mein Name ist Marianne Kivikangas. Ich kontaktiere Sie, weil Sie sich nach meinem Wissen für die **Karhia Pro -Fellstripper** für drahthaarige Hunde interessieren (<https://www.karhia.com/en/>). Ich schreibe meine Bachelorarbeit für Karhia und mache eine Studie über deutsche Konsumenten. Ich würde gerne Ihre Meinung über die Verwendung des Produkts wissen.

Ihnen wird angeboten, das Produkt für **30-Tage kostenlos zu testen**. Wenn Sie sich für die kostenlose Probezeit anmelden, bitte Ich Sie meinen Fragebogen zur Verwendung des Produkts zu beantworten, um somit einen Beitrag zu meinem Abschluss beizutragen. Es könnte auch ein E-Mail-Interview geben. Nach der Probezeit von 30 Tagen können Sie das Produkt zu einem reduzierten Preis von XXX, XX € (Normalpreis 599.00€) kaufen oder kostenlos zurückgeben.

Lassen Sie mich so bald wie möglich wissen, wenn Sie interessiert sind. Ich werde Ihnen dann weitere Informationen geben.

Viele Grüße aus Finnland,
Marianne Kivikangas
International Business Studentin an der Seinäjoki Hochschule

APPENDIX 4. Questionnaire after the trial period of Karhia Pro

Fragebogen nach der Probezeit von KarhiaPro (Fellstripper für drahthaarige Hunde)

Questionnaire after the trial period of KarhiaPro coat stripper for wire-haired dogs

1. Bitte füllen Sie Ihre Firmeninformationen aus

Please fill out information about your company *

Name der Firma Company name

Stadt City

2. Bitte wählen Sie die richtige Option (Sie können mehrere Optionen wählen)

Please choose the correct option (you can choose multiple options)

*

 Groomer/in Groomer Züchter/in Breeder Hundebesitzer/in Dog owner Andere, was? Other, what?

3. Sind Sie ein registrierter groomer/in?

Are you a registered groomer? *

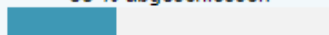
 Ja Yes Nein No

4. Wie lange haben Sie mit hunden gearbeitet? How long you have been working with dogs? *

5. In welchen Bundesländern haben Sie dabei gearbeitet? In which federal states you have been working? *

 Baden-Württemberg Bayern /Bavaria Berlin Brandenburg Bremen Hamburg Hessen /Hesse Niedersachsen /Lower Saxony Mecklenburg-Vorpommern Nordrhein-Westfalen /North Rhine-Westphalia Rheinland-Pfalz /Rhineland-Palatinate Saarland Sachsen /Saxony Sachsen-Anhalt /Saxony-Anhalt Schleswig-Holstein Thüringen /Thuringia

33 % abgeschlossen



Fragebogen nach der Probezeit von KarhiaPro (Fellstripper für drahthaarige Hunde)

Questionnaire after the trial period of KarhiaPro coat stripper for wire-haired dogs

6. Wie haben Sie von Karhia Pro gehört? How did you hear about Karhia Pro? ***7. Wie lange haben Sie das Produkt getestet und wie viele geeignete Kunden hatten Sie in dem Zeitraum?**

How long have you tested the product and how many suitable customers did you have during the time period? *

8. Wie haben Sie sich gefühlt, als Sie das Produkt zum ersten Mal genutzt haben?

How did you feel, when you used the product for the first time? *

9. Wie hat sich Ihre Meinung nach einigen Benutzungen geändert?

How did your opinion change after few times of use? *

10. Wie haben sich die Ergebnisse Ihrer Arbeit nach der Verwendung von Karhia Pro verändert?

How did the results of your work change after using Karhia Pro? *

11. Können Sie sich vorstellen, in Zukunft Karhia Pro zu benutzen?

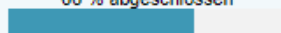
Could you imagine yourself using Karhia Pro in the future? *

12. Würden Sie dieses Produkt empfehlen?

Would you recommend this product? *

- Ja, weil...
- Nein, weil...

66 % abgeschlossen



Fragebogen nach der Probezeit von KarhiaPro (Fellstripper für drahthaarige Hunde)

Questionnaire after the trial period of KarhiaPro coat stripper for wire-haired dogs

13. Bitte bewerten Sie die Faktoren von 1 bis 5, die sich auf Ihre Kaufentscheidung für Heimtierbedarf auswirken.

Please rank the factors from 1 to 5 that affect your buying decision on pet care supplies.

*

1 = Das Wichtigste / The most important

5 = Das unwichtigste / The least important

	1	2	3	4	5
Preis Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Qualität Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Einfach zu verwenden Easy-to-use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Schnelle Lieferung Fast Delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kundendienst After-sale services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meinungen anderer Leute / Empfehlungen Other people's opinions/recommendations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Wo kaufen Sie normalerweise Heimtierbedarf?

Where do you usually buy pet care supplies? *

- Online-Shop, welcher?**
Online store, which one?
- Physischer Laden, welcher?**
Physical store, which one?
- Ingendwo Anders, wo?**
Somewhere else, where?

15. Vielen Dank für Ihre Zeit. Haben Sie weitere Verbesserungsvorschläge oder Anregungen bezüglich Karhia Pro?

Thank you for your time. Do you have any further improvements or suggestions concerning Karhia Pro?

Bitte teilen Sie Ihre Ideen zur Verbesserung des Produkts für den deutschen Markt.

Please share your ideas for improving the product for German market.

100 % abgeschlossen