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# EFFECTIVE MARKETING MEANS FOR SMALL COMPANIES

Case: Ettonet Oy

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# 1 INTRODUCTION

## 1.1 Background

Marketing is managing profitable customer relationships. The twofold goal of marketing is to attract new customers by promising superior value and to keep and grow current customers by delivering satisfaction. (Kotler et al. 2004, 4.) Marketing is not an exact science but rather an art form. The aim of this art form is to change people's minds or to maintain their mind-sets if they are already inclined to do business with you. (Levinson 2009, 3.) Customers are the key component in modern marketing and company's ability to reach people and managing relations with customers define the success of the company's marketing.

This study was commissioned by Ettonet Oy which is a company, selling specialized furniture. This commission was contracted during the author's practical training period with the company in the second and third quarter of 2010. Ettonet Oy specializes in furniture that supports independent living of elderly people and handicapped. The aim for this study is to explore marketing means for small companies with limited resources. The need for such study comes from Ettonet Oy's desire to gain better foothold on their selected market segments and founding new possibilities to improve their marketing means. To fulfill this desire, Ettonet Oy needs new inexpensive marketing means that can reach their potential customers in Lahti region. Ettonet Oy is a young company that is yet to really define its market position and marketing means, so the aim of this study is to give them ideas how to market their company in Lahti region.

## 1.2 Thesis objectives and research questions

The objective for this thesis is to find effective marketing means for small companies using the case company: Ettonet Oy as a baseline. With the intention of achieving this goal, the following research questions were identified to support the objective of the thesis:



1. What means can small companies use to approach the market?
2. What methods does guerrilla marketing ideology offer for small companies?
3. What are the most efficient marketing means available for the case company Ettonet Oy?

### 1.3 Research method and data collection

Deductive approach works from the more general to the more specific while inductive reasoning starts from specific observations to broader generalisations (Burney 2008). This research uses deductive study method because it aims to find effective marketing means for small companies from a large pool of marketing means using marketing means selection and guerrilla marketing tactics as framework for theoretical side. Research starts from general ideas what is marketing, what are tools of marketing planning and then moves to what is guerrilla marketing and what marketing means are available for small companies in Lahti region.

Research method used is Qualitative research to support understanding how marketing works in Lahti region. This method was chosen since most of the work done is desk work and the case company's information is gained through interviews.

Data on the case company was collected during internship in the company 1.6.2010-31.10.2010 and data is based on operations manager Arvo Pekuri's interviews and company sales report and other reports from the duration of co-operation between the company and author. Data of the market area was collected by observing how other companies in field of furniture's and geriatric tools market in the area and by doing desk study about the market area.

TABLE 1 Research methodology

Research approach	Research method	Data collection
Deductive	Qualitative	Interviews and observation

#### 1.4 Scope and limitations

This study focuses on finding efficient marketing means for the case company to utilize in its operations. The case company's product range and desire to use as small marketing budget as possible, are used to limit what marketing methods and on what operating area are included to scope of this study. Company operates on furniture market with specialized goods and focus on product end users as the desired customers. As the focus is on small companies' cost effective and alternative marketing means and ideologies are the main focus points for the study. Company's policies on internal information limits the amount of company information author can reveal in this study. Study will process in order: what marketing is, what factors affect companies marketing mean selection, what guerrilla marketing is. After these are defined, the case company is presented in further detail, and how can the case company use the different marketing means available.

#### 1.5 Thesis structure

Thesis is divided into three parts: chapter 2 contains the theoretical framework; chapter 3 introduces the case company, chapters 4 and 5 present marketing possibilities found for the case company. Chapter 2 presents; theoretical framework which outlines what marketing is; what guerrilla marketing is; why guerrilla marketing is effective tool for small companies; How to build a marketing plan. Chap-

ter 3 presents the case company: history, philosophy, products, current marketing. Chapter 4 starts the empirical part which presents; the case company attributes that affect marketing mean selection, marketing means available and how to utilize them. Chapter 5 discusses about findings of the study.

TABLE 2. Content layout

<b>Chapter 1</b>	<b>Chapter 2</b>	<b>Chapter 3</b>	<b>Chapter 4</b>	<b>Chapter 5</b>
Introduction	Theoretical framework	Case company: Ettonet Oy	Marketing means selection	Findings

As table above shows chapter 2 presents the theoretical framework for this study. Theory for this study focuses on how companies make their marketing mean decisions, starting from building marketing plan, finding the key customer segments and selecting marketing means to reach them. As this study focuses on the case company that is small new company alternative marketing means are explored from the field of guerrilla marketing to find cost effective ways for the case company to improve their current marketing.

## 2    MARKETING AS A PROCESS

This chapter presents the theories the author deems vital for developing marketing plan and selecting marketing means in companies. In addition to these theories guerrilla marketing ideology and guerrilla marketing tools are presented as they are a potentially powerful aid in small company marketing.

### 2.1   Definition of marketing

Modern definition for marketing is “marketing is the activity, set of instructions, and processes for creating communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (AMA, 2007). “The management process of anticipating, identifying and satisfying customer requirements profitably” (CIM 2001). The common idea between the different interpretations’ of modern marketing is that the customer and the customer’s satisfaction is the key to long term business relationships and maximum profit. The modern customer centric marketing model offers opportunities to companies, despite the size to flourish and to create lifelong business relationships using smart marketing methods.

Gary Armstrong defines marketing as a social and managerial process by which individuals and groups obtain what they need and what they want through creating and exchanging products and value with others (Armstrong et al 2000, 5).

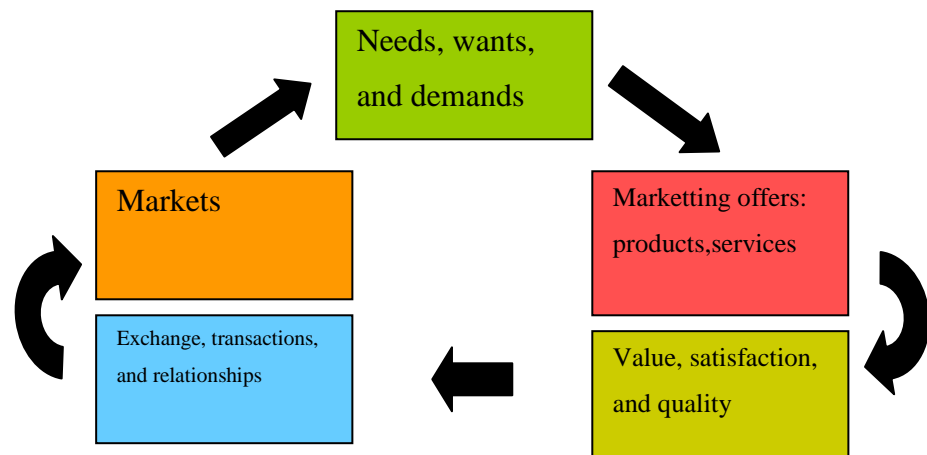


FIGURE 1. Core marketing concepts (modified Armstrong et al 2000, 5)

Figure above presents core concepts of marketing and how they are linked together to create the cycle of marketing process.

## 2.2 Creating a marketing plan

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individuals' and companies' goals (Harvard Business Press 2010, 4-5). To start the creation process of a marketing plan, company needs to set out goals for the marketing plan and the customer segments the plan targets. After company has decided on its goals and customer segments, it starts to create a marketing plan to achieve these goals and to reach these segments. Tool to aid this planning process is marketing mix. Most common of mass marketing models used is the 4P's model which is more rigid, but simplified version of marketing mix. (Lahtinen et al 2001, 11.)

## **Targeting consumers**

In modern customer centered marketplace companies must win customers from competitors and maintain their loyalty by delivering greater value than the competition. But before company can satisfy consumer, it must first understand their needs and wants. Thus, sound marketing requires a careful analysis of consumers. Companies know that they cannot satisfy all consumers in given market, at least not all consumers in the same way. Each company must divide up the total market, select the best segments, and design strategies for profitably serving chosen segments better than the competition does. This process involves three steps: market segmentation, market targeting, and market positioning. (Armstrong et al 2000, 50-51.)

## **Maslow's hierarchy of needs**

Psychological factors are strongly connected to each other. Need is the basis for all purchases. These needs create hierarchy and the most well-know model for need hierarchy was created by Abraham Maslow. The Maslow hierarchy model has remained the basis for needs hierarchy models for over fifty years. Maslow's hierarchy of needs, works so that people satisfy their needs from the bottom of the pyramid up, and when one level is satisfied the needs progress to the next level. The basis for this model is that people will fullfill the physiological needs and their own immediate needs over the social needs. Appealing to these needs can have creater effect than appealing to for exsample respect of the peers. This model helps in market segmenting, predicting consumer needs, and shaping the marketing model to fit your chosen market segments. (Lahtinen et al 2001, 22-23.)



FIGURE 2. Maslow's hierarchy of needs (Abram Maslow 2010)

Figure above show the basic visual model used for the Maslow's hierarchy need. From this figure it can be seen how the needs are linked to each other.

### **Process of consumer targeting**

There is no single way to segment a market. A marketer has to try different segmentation variables, alone and in combination, to find the best way to view the market structure. The main ways to approach market segmentation is to first divide the market in to major segments by: geographic, demographic, psychographic, and behavioral variables.

TABLE 3. Segmentation criteria (based on Kotler et al 2004, 216-222)

Segmenting method	Geographic	Demographic	Psychographic	Behavioral
Answers to	Where they are?	How are they?	Who are they?	What do they want?

Geographic segmentation divides the market into different geographical entities by using: nations, regions, states, cities or neighbourhoods as limiting factors. Demographic segmentation divides the market into groups using variables such as: age, gender, family size, family life cycle, income, occupation, education, religion, race, generation, and nationality as group limiting factors. Psychographic segmentation divides the market into groups by using social class, lifestyle, or personality characteristics as group limiting factors. Behavioral segmentation divides the market into group by using their knowledge, attitudes, uses, or responses to a product as a group limiting factor. (Kotler et al 2004, 216-222.)

Market targeting involves evaluating each market segment's attractiveness and selecting one or more segments to enter. Company should target segments in which it can generate the greatest customer value and sustain it over time. A company with limited resources might decide to serve only one or few special segments known as "market niches". Most companies enter a new market by serving a single segment, and if this proves successful they add segments. (Armstrong et al 2000, 51-52.)

Market positioning arranges for a product to occupy clear, distinctive, and desirable place relative to competing products in the minds of target consumers. This way marketer plans positions that distinguish their products from competing brands and give them greatest strategic advantage in their target markets. In



positioning its product, the company first identifies possible competitive advantages on which to build the position. To gain such competitive advantage, the company must offer greater value to the chosen target segments, either by charging lower prices than competitors or by offering more benefits to justify higher prices. Effective positioning begins with actually differentiating the company's marketing offer so that it gives consumers more value than they are offered by the competition. Once company has chosen a desired position, it must take strong steps to deliver and communicate that position to target consumers. The company's entire marketing program should support the chosen positioning strategy. (Armstrong et al 2000, 53-54.)

### 2.3 Marketing mix

Marketing mix is maybe the most famous concept in marketing. In this concept person managing the marketing is seen as mixer of ingredients, who mixed a suitable unique marketing recipe to fit the customer needs of any particular time (James Culliton 1948). Based on its understanding of customers, a company develops its marketing mix. The marketing mix consists of four major elements: product, price, promotion and place. These "4-Ps" are four key decision areas that marketers must manage so that they satisfy or exceed customer needs better than the competition. (Jobber 2010, 17.)

The product part decision involves deciding what goods or services should be offered to a group of customers. Product decisions also involve choices regarding brand names, guarantees, packaging and the services that should accompany the product offering. Price is a key element of the marketing mix because it represents on a unit basis what the company receives for the product or service that is being marketed. Because of this marketers need to be very clear about pricing objectives, methods and the factors that influence price setting. The factors that influence pricing setting are: discounts and allowances, level of list price, payment periods and credit terms. Promotion decision has to be made with respect to the promotional mix: advertising, personal selling, sales promotions, public relations,

direct marketing and online promotion. By these means the target audience is made aware of the existence of a product or service. Place involves decisions concerning the distribution channels to be used and their management, locations of outlets, methods of transportation and inventory levels to be held. The objective is to ensure that products and services are available in the proper quantities, at the right time and place. (Jobber 2010, 17-19.)



FIGURE 3. Marketing mix (based on Jobber 2010)

Modern marketing is based on customers and customer relationships, so a fifth P can be added for personnel or people. Personnel are important competitive factors in both product and service oriented companies, because people working in the companies make the products, adjust the prices, manage the communication and maintain the customer relationships. Personnel skills affect the company's success greatly. According to modern marketing ideology every employee of the company partakes in the marketing and its not just up to the marketing department, this kind

of mentality leads to need of improvement in internal marketing. Personnel plays important also in creating a service environment that affects how well customers like the store and online services of the company. ( Bergström et al 2004, 147-148.)

#### 2.4 SWOT analysis strategic planning tool

SWOT analysis is a tool used to audit company and environment it operates in. It is the tool used in first stage of planning and helps focusing on key issues. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors (mindtools.com 2011.) The goal of the SWOT analysis is not only to match the company's strengths to opportunities, but to reduce weaknesses linked to threats too.

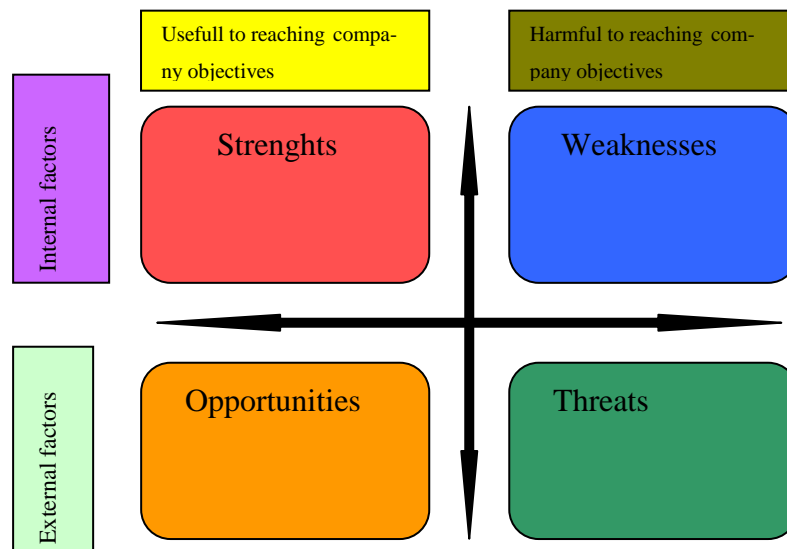


FIGURE 4. Swot model modified from marketingteacher.com 2011

Strengths in SWOT refer to internal strong points that company possesses to serve its customers, to compete with its challengers and to achieve its objectives. They are distinctive capabilities to the company that offer the company advantage over the competition in the market. Weaknesses on the other hand signify internal limitations in resources and capabilities compared to competitors that may interfere with the company's performance. Opportunities determine how the company can grow within the marketplace. Threats are external factors that can hinder the company's performance. (marketingteacher.com 2011.)

## 2.5 Choosing marketing means

Marketing means are groupings of similar mediums of marketing available on selected market. Marketing means can be divided into many different categories, but main categories usually used are: media marketing and direct marketing. After deciding the goal of the campaign, target segment and initial message of the advertisement the company starts to make decisions about marketing media they will use. Choosing media type is called intermedia decision, this means choosing the type of media to be used. Choosing individual channel or distributor for the advertisement is called intramedia decision, this means choosing a certain paper or certain television channel to display the advertisement. (Lahtinen et al 2001, 180.)

When building effective marketing, it's vital to the company to find marketing means and channels, that reach most of the desired segment. Companies can choose from:

**Media marketing:** advertisements in newspapers and other printed media, television advertisements, movie advertisements, radio advertisements, outdoors- and traffic advertisements, online advertisements.

**Direct marketing:** address targeted direct marketing, mass direct marketing based on areas that the advertisement is to be distributed.

Other marketing means: Internal marketing in place of business, advertisements in directories, advertisements at clubs and fairs, sponsor based advertisement, company gifts.

Companies usually choose one or two main marketing media, that they re-enforce with other marketing means according to selected market segment and situation. (Bergström et al 2004, 281.) Small companies tend to use local marketing means such as local newspapers and direct marketing advertisements delivered directly households. Media selected should fit company's and the products desired image among the consumers. (Bergström et al 2004, 343.)

### **Factors that affect the marketing media selection**

When company starts to make decisions about what marketing means to use following factors affect on company's media selection:

1. Attributes of company or product been advertised
2. Market's and competition on these markets
3. Aim of the marketing
4. Target segment and how the selected media can reach this segment
5. Timing of the marketing plan
6. Budget of the marketing plan

The key issue that needs to be considered while making decisions on marketing media is how well this media can reach the selected market segment and how well it retains the form of the message company wants. Media's ability to reach consumers can be measured by how much coverage the selected media has among the selected segment, by how many of the media's users are members of the targeted segment or by how many times people can see or hear the commercial. (Bergström et al 2004, 343-344.) Information for how well media reaches the consumers can be found in information banks of different forms of media, access to these usually requires payment or co-operation with a advertising company.

## 2.6 Guerrilla marketing ideology

Harvard business review, John A. Welsh and Jerry F. White “a small business is not a little big business”. This is the main slogan to keep in mind while designing guerrilla marketing. Guerrilla style marketing is mostly defined by the fact that it uses more intellect than raw monetary power. (Levinson 2009, 16.)

Guerrilla marketing means using unusual ways of marketing, which are capable of producing good results with small amounts of money (Parantainen 2007, 12). For guerrilla marketing, concept of marketing is every bit of contact company has with anyone in the outside world: this includes everything from company model to service or product details to branding and company design to the people who represent you and your plans and follow ups. The heart of guerrilla marketing is proper utilization of marketing methods you have decided to use. The methods of guerrilla marketing are especially effective for entrepreneurs so these practices are rarely used by large corporations with the advantage of large funding. (Levinson 2009, 4.)

### **Building a guerrilla advertisements**

When the guerrilla marketer builds marketing messages the aim is to get people interested in message to take contact or to directly order the offered product or service. This way of marketing is called direct marketing. Any marketing aiming to get feedback is by definition direct marketing. TV and newspaper commercial can be considered direct marketing if they urge people that are interested to take contact with company or order, so direct marketing isn't limited to only "direct" ways of sending letters or emails to selected customers. (Parantainen 2007, 29-30.)

Direct marketing has features that make it especially good method for the guerrilla marketers:

-Marketing can target only the potential prospects

-If wanted messages can be tailor-made customer by customer cases

-The marketing can be spaced out so that there is always time serve the customers gained through the marketing campaign

-Company pays only for the marketing that hit the potential prospects, unlike with traditional marketing

-Company's marketing stays "under the radar" which means that the marketing isn't directly out the open, so the competition has to actually study your marketing to gain information about it.

-At its best, your marketing reacts quickly. If your marketing doesn't seem to work or you wish to change your message for other reasons, it can be done quickly.

To find the marketing messages that work, the guerrilla marketer send slight alterations of he's messages to small selected groups and measures out result of each different variation results. After finding the messages that produce the best results the targeted groups are increased in volume. (Parantainen 2007, 29-30.)

## 2.7 Guerrilla marketing tools

When a guerrilla marketer starts to plan his marketing he starts choosing from the arsenal of weapons available to him. The process of guerrilla marketing starts by: being aware of all the marketing weapons available; launching many of them, keeping careful track on which are failing and which are working; and then eliminating those that miss the target and double the effort on those that work. (Levinson 2009, 62.) Guerrilla arsenal of marketing tools is wide as the guerrilla marketer considers any mode of marketing traditional and untraditional as part of their arsenal, this ideology forms arsenal of hundreds of marketing tools (gmarketing.com 2011). Guerrilla marketing tools can be divided into categories, following can be considered the main groups of guerrilla marketing tools.

### **E-media marketing**

E-media marketing offers large potential for reaching customers from nearly any profession or field of interest. E-media marketing is very cost effective, but one should keep in mind no matter how good your web site or pod cast is no one will know its there unless you advertice it with some other media. Internet is a direct marketing mean, so it should be approached as such. The main rule for online marketing is the so called rule of the thirds: company should determine the budget they have for online marketing, then company invests one third in developing their site, one third in promoting company site, and one third in maintaining the company site. (Levinson 2009, 215-217.) E-media marketing means focused that are most prominent for this study are: list building, pod casting and nanocasting, e-mail, website and search engine optimization.



TABLE 4. E-media marketing means. (Based on Levinson 2009, 217-251)

<b>E-media marketing means</b>	
<b>Marketing mean</b>	<b>Function of the marketing mean</b>
<b>List building</b>	Collecting customer database
<b>Pod and nano casting</b>	Spreading video and audio commercials
<b>E-mail</b>	Taking direct contact to potential prospects
<b>Website</b>	Works as virtual premises for the company
<b>Search engine optimization</b>	Makes your company more popular result when searched with search engines

Table above presents E-media marketing methods author deemed fitting from the guerrilla marketing mean arsenal for the case company as possible marketing means to be utilized in company marketing.

### **Mini-media marketing**

Mini-media marketing is the field in which guerrilla marketers excel, this is already by necessity, since traditional marketers rarely resort to such marketing methods as: canvassing, writing personal letters, sending post cards, marketing by telephone, distributing circulars, posting signs on bulletin boards, putting the yellow pages to work, and making business cards do double duty. Since mini-media marketing is most popular with the guerrilla marketer, most of the competition on

this field will be other guerrilla marketers, this should be kept in mind when designing the marketing. As guerrilla marketers focus on using as many marketing means as possible, mini-media marketing is usually the guerrilla marketer's main marketing branch since it doesn't usually strain the budget, and production costs are low. In mini-media small size is an advantage since a company is capable of responding to threats quickly and offering advantages in the area of customer service. (Levinson 2009, 97-98.)

TABLE 5. Mini-media marketing means. (Based on Levinson 2009, 97-157)

<b>Mini-media marketing means</b>	
<b>Marketing mean</b>	<b>Function of the marketing mean</b>
<b>Canvassing</b>	Face to face marketing mean. Personal selling method
<b>Business cards</b>	Hold company information and open possibility to use backside as mini circular
<b>Personal letters</b>	Direct marketing method
<b>Telephone marketing</b>	Direct marketing method
<b>Circular</b>	Short company presentation, raises awareness of potential prospects
<b>Brochures</b>	Company and product presentation, raises awareness of potential prospects
<b>Classified advertising</b>	Short advertisements in paper or online aimed towards people who are already buying
<b>Signs</b>	Gets prospects attention and spreads information through signs
<b>Signs on bulletin boards</b>	Adds made to be used in communal bulletin boards to spread information about the company
<b>The yellow pages</b>	Adds made to be used in yellow pages company directory

Table above presents mini-media marketing methods author deemed fitting from the guerrilla marketing mean arsenal for the case company as possible marketing means to be utilized in company marketing.

### **Maxi-media marketing**

Maxi media marketing refers to the mass-marketing media such as newspapers, TV, radio, newspapers and direct mail marketing. By definition maxi-media marketing is the play field of major players, but when used correctly it can be effective tool for small company's marketing. Mistakes are very costly on the field of maxi-media. A guerrilla approach to maxi-media marketing is to do what is necessary to make the means available effective and therefore inexpensive. To achieve this guerrillas must use mass media with precision, carefully measuring the results, and make the media part of an overall marketing plan. Maxi-media marketing is centered on two things: Selling and creating powerful desire to buy. Maxi-media marketing enhances the success of mini-media marketing, for example hearing a radio commercial will make people think of the flyer they have read. (Levinson 2009, 161-162.)

TABLE 6. Maxi-media marketing means. (Based on Levinson 2009, 161-212)

<b>Maxi-media marketing means</b>	
<b>Marketing mean</b>	<b>Function of the marketing mean</b>
<b>Newspapers</b>	Advertisements in printed form, success defined by choice of: circulation and ad design
<b>Television</b>	Advertisements in video form, can be direct marketing by design
<b>Radio</b>	Advertisements in audio form, strong as a direct marketing mean
<b>Direct mail marketing</b>	Tool for defining potential customer groups and tailoring messages directly

Table above presents maxi-media marketing methods author deemed fitting from the guerrilla marketing mean arsenal for the case company as possible marketing means to be utilized in company marketing.

### **Non-media marketing**

Non-media marketing is form of marketing that requires no special media, it deals within common operations of company. Non-media marketing is done by using such areas as: service, follow up, word to mouth, basically non-media marketing is creating satisfied longterm customers and using them as a marketing tool. Non-media marketing has low if any extra costs for the company, but it requires investment of time, energy, imagination, and information from guerrilla. Focusing on these non-media mean are more likely to make small companies known to people than some of the paid media means. (Levinson 2009, 283.)

TABLE 7. Non-media marketing means. (Based on Levinson 2009, 283-298)

<b>Non-media marketing means</b>	
<b>Marketing mean</b>	<b>Function of the marketing mean</b>
<b>Service</b>	Improving chances for making sales, creates possibility for referrals
<b>Follow up</b>	Keeps customer relationships alive, increases possibilities for additional sales
<b>Word to mouth</b>	Referrals satisfied customers give to their friends and peers

Table above presents non-media marketing methods author deemed fitting from the guerrilla marketing mean arsenal for the case company as possible marketing means to be utilized in company marketing.

### **Info-media marketing**

Info-media marketing focuses on spreading information of your products and services through interaction with potential customers. Info-media marketing is usually done by demonstrating your products in front of audience. Ideology behind the info-media marketing is that with correct information, if disseminated properly will lead to sale. Info-media marketing does not tax the company's budget much so the info-media means can become an effective part of company's long-term marketing plan. (Levinson 2009, 252.)

TABLE 8. Info-media marketing means. (Based on Levinson 2009, 259-267)

<b>Info-media marketing means</b>	
<b>Marketing mean</b>	<b>Function of the marketing mean</b>
<b>Free demonstrations</b>	Increase prospects interest towards the company by giving them to chance physically test out the products.
<b>Speaking at clubs</b>	Increasing prospects interest towards the company by offering information about company and products it offers

Table above presents info-media marketing methods author deemed fitting from the guerrilla marketing mean arsenal for the case company as possible marketing means to be utilized in company marketing.

## Human-media marketing

Human-media marketing focuses on people and ideas. Human-media marketing is available to all kinds of businesses and they are usually free ways to create and improve people's vision of your company. Human-media marketing means have the potential to transform a business, based on tiny details. (Levinson 2009, 268.)

TABLE 9. Human-media marketing means. (Based on Levinson 2009, 268-282)

<b>Human-media marketing means</b>	
<b>Marketing mean</b>	<b>Function of the marketing mean</b>
<b>Your sales Representatives</b>	Increases the company sales, for commission fee
<b>Employee attire</b>	Creates professional image for your company
<b>Customer interaction</b>	Determines how customers are treated, aims to create satisfied customers

Table above presents human-media marketing methods author deemed fitting from the guerrilla marketing mean arsenal for the case company as possible marketing means to be utilized in company marketing.

### 3 CASE COMPANY ETTONET OY

This chapter focuses on the case company. Company attributes focused on are company: history, philosophy, products, Lahti as company's market area, and current marketing.

#### 3.1 History and philosophy

Ettonet Oy is a company selling special tools and furniture to people with lowered capacity to increase quality of their life, enabling them to be more independent and to feel more secure in their own homes. The main customer groups are elderly and people with different disabilities, mostly people with mobility problems. Company started its operations in 30.09.2009 when Ettonet Oy a special furniture company and Geride, a company which sold tools to improve quality of seniors' lives combined into Ettonet Oy. Company operates from two offices, it has office/product showroom in both Lahti and Helsinki. Company also uses sales representatives trying to maximize covered areas of Finland. (Pekuri 2009.) The main philosophy behind Ettonet Oy is the company slogan "At your own home", this means that all the products are designed to fit into normal home environment and all the mechanisms and special features are hidden from plain sight. The style of the goods is generally classically stylish to please the customer base that is usually conventional in their taste on furniture. The secondary reason for hidden mechanisms and conventional style is to make the products desirable purchases even before the need for special functions arise, for example purchasing a bed with a mechanism to help sitting up before the user has trouble sitting up to erase the fear of the problem and to improve the sense of security and independence. (Arvo Pekuri 2010.)

### 3.2 Products

Three of the most important product groups for the company are: Beds, chairs and geriatric/physiotherapeutic tools, but product selection of company has many products to aid people from getting up, to opening jars, to getting a comfortable night's sleep. The company's product range is large for a small specialized company, but products that make the most sales (Ettonet 2010, sales 2/2010, Lahti; Ettonet 2010, sales 3/2010, Lahti) and best define the company's ideology are:

#### **Vieno bed family**

Vieno bed family has two standard builds, 80cm and 90cm wide frame versions. Beds are designed so that it's higher than a normal store bought bed, its sturdy build and overall design is aimed to make getting into and out of bed easier. Vieno bed family consists of the Vieno bed and additional support parts such as Vieno night table, Vieno service tray, Vieno support handle. Vieno 90cm family is fully compatible with Ergoncare lifting mechanisms and Both Vieno families are fully compatible with Ergomoto lifting mechanisms. (Ettonet 2010.)



FIGURE 5. Vieno bed family (Ettonet 2010)



### **Kaino bed family**

Kaino beds are available in: 80cm wide, 90cm wide, 160cm wide and 180cm wide frame versions. Bed frames are available in: treated wenge, treated brown. Beds are designed so that it's higher than a normal store bought bed, its sturdy build and overall design is aimed to make getting into and out of bed easier. Kaino bed family consists of the Kaino bed and additional support parts such as Kaino night table, Kaino service tray, Kaino support handle. Kaino 90cm and 180cm family is fully compatible with ergoncare lifting mechanisms and All Kaino types are compatible with ergonmoto lifting mechanisms. (Ettonet 2010.)



FIGURE 6. Kaino bed family (Ettonet 2010)

### **Ergoncare Lifting mechanism**

Lifting mechanism for beds. Ergoncare lifting mechanism has full range of motion for both head and leg part of the bed as well as up clear handheld controller. Material of the frame is natural colored birch and the mechanism is fully hidden while not in use when used with either of the Ettonet Oy's bed family's. (Ettonet 2010.)



FIGURE 7. Ergoncare mechanism (Ettonet 2010)

### **Ergonmoto lift mechanism**

Lifting mechanism for beds. Ergoncare lifting mechanism has full range of motion for both head and leg part of the bed . Ergonmoto Material of the frame is natural colored birch and the mechanism is fully hidden while not in use when used with eather of the Ettonet Oy's bed family's. (Ettonet 2010.)



FIGURE 8. Ergonmoto mechanism (Ettonet 2010)

### **Kippis Chair family**

Kippis chairs are recliner chairs that are designed to be easy to get up from as well as keeping conformability in mind. Kippis chairs can be reclined to find best possible sitting position and the customer can choose the chair that fits their needs to best. Kippis chairs have many different upholstery options for cloth to leather as well as many options for the frame wood. These options make it easy to get chair that fits customers taste and can easily be the

center piece of any room. Kippis chairs have optional lift mechanism design that enables people with weakened legs or people with back problems to freely use the chair without worries of getting in or out of the chair. The lift mechanism is completely hidden when not in use. Kippis chairs are available in both hydraulic and electronic. (Ettonet 2010.)



FIGURE 9. Kippis chair family (Ettonet 2010)

### **Nostava Chair and sofa family**

Nostava chairs and sofas have adjustable legs that add +/- 5cm to the seating high. This feature combined with the optional lift mechanism makes these chairs and sofas easy to get on and and lift mechanism can be placed in eather end of the sofa according to the customers preference. The mechanism is completely hidden when not in use. Nostava family has large upholstery options and also wetcare water resistant cloth is possibility with Nostava family. (Ettonet 2010.)



FIGURE 10. Nostava sofa family (Ettonet 2010)

### **UFO balance board**

Ufo balance board is tool for training balance and strengthening users legs. UFO balance board is easy to use and has low movement range. UFO balance boards are manufactured in Lahti: Boards are made out of Birch and the top has nonslip grip surface. (Ettonet 2010.)



FIGURE 11. Ufo balance board (Ettonet 2010)

All the products of the Ettonet Oy are designed to fit into traditional design of the Finnish homes and all the mechanisms are hidden until used as the pictures in chapter above shows.

### 3.3 Lahti as a marketing area

Lahti was founded 1.11.1905, it has area of 154.5 square kilometers, and its 8th biggest city in Finland (Lahti.fi 2011). From a specialized furniture selling company's point of view Lahti offers fertile ground for such company. Lahti consist of 52902 households, consisting of 101588 people, 19% of these people are 65 or over years old (Tilastokeskus.fi 2011), elderly and handicapped being the main customer segments of the case company this promises that sizable amount of local population can be considered as potential prospects.

#### **Competition**

Lahti as an area lacks direct competition, but Lahti has many furniture companies that should be considered as indirect competition. Lahti area has both large and small furniture companies, most notable of these companies are Isku, Jysk and Sotka (fonecta.fi 2011) local stores for big furniture chain companies. These competitors use: television, catalogues, direct marketing campaigns, websites, and their display rooms on the premises as their marketing means.

#### **Special housing and organizations**

Lahti has many service houses for people with diminished capacity that need help with every day chores, Lahti offers 24 hour service housing and housing with limited service. Both city run and private service housing and retirement homes are well presented in Lahti region (Lahti.fi 2011). Lahti region has active organizations for elderly and handicapped people for example Lahden MS-liitto for people suffering of multiple sclerosis, Kansallinen senioliitto a national senior organi-

zations Lahti office, and Lahden vanhusten asuntosäätiö organization that deals with elderly and special housing in Lahti area.

### 3.4 Current marketing

The basis behind Ettonet Oy's marketing ideology is safety, and independence gained through certainty that safety brings to people with lowered capacity. Safety is a strong need for people as Maslow's hierarchy of needs shows Ettonet Oy considers it best basis for their marketing ideology. As a new company Ettonet Oy is still trying different approaches on their marketing, but Ettonet is limited by its marketing resources to use mainly local marketing outlets and E-media marketing with website at the center. (Ettonet marketing plan 2010.) Ettonet Oy's marketing is rather sporadic, it is based on offers received from marketing companies and ideas of the company's leadership, rather than long term marketing plan. During author's co-operation with the company the marketing methods used were: The Lahti showroom, website, online canvassing, personal email to potential customers found through the online canvassing, participation in senior and safety seminars. Customer feedback was collected with was collected with forms and asking where they had heard about the company.

#### **Customer groups**

The desired target groups for Ettonet Oy are: Senior citizens, people with handicaps, relatives and children of senior citizens and people with handicaps, people that appreciate extra safety and features. Ettonet Oy has taken contact with Lahti regions customer groups mainly using different unions and organizations for example Ettonet Oy has arranged information events for Suomen MS-liitto and Seniori-liitto in its own showroom. Senior citizens are well presented in Lahti region, Lahti has many smart house projects for seniors, many senior centers and settlements and senior organizations of Lahti are active. (Ettonet marketing plan 2010.)

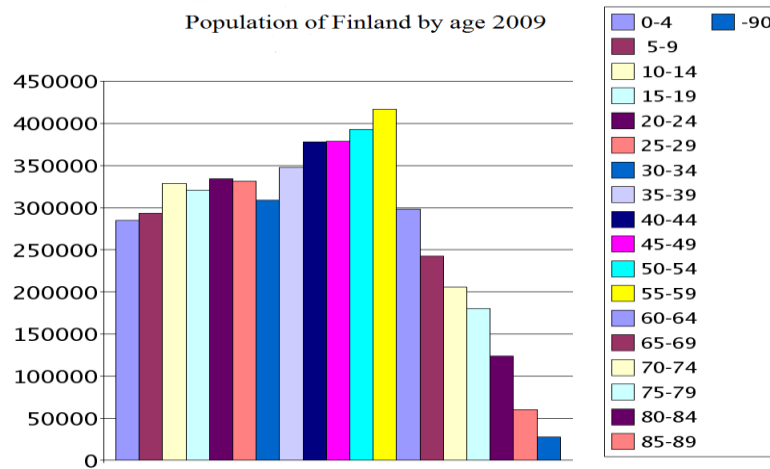


FIGURE 12. Population of Finland by age (Ettonet marketing plan 2010)

As the chapter above discussed, the figure above shows that Finland has aging population so Ettonet Oy has lots of potential prospects.

### Marketing means

Since Ettonet is fairly young and unknown company on its region main focus of marketing has been getting people to be aware of company's existence. Ettonet has been monitoring its marketing success using Google Analytics to see how many people have visited company website and what people have searched for the site. This however doesn't measure the main customer groups awareness too well since most of senior citizens prefer traditional media such as radio and newspapers as source of information. Originally location of Ettonet Oy's showroom was in old industry area and there were literally no people passing by it this made the showroom seem like invitation only location. Since author's time with the company, the showroom has been moved to new location in Lahti city center and people passing by have taken more interest in company's showroom and walk in customer number have multiplied exponentially. (Pekuri 2011.)

### **The Lahti showroom**

Showroom is used to display Ettonet Oy's products. Showroom was designed to be both product display area and area that allows meetings and different events for potential customer groups. The layout of the showroom was designed to present a recreational room and bedroom to show how well these products fit in a normal every day life. Original location of the showroom made this most efficient layout since number of walkins were fairly insignificant. This layout made presentation of showroom better when catering to a group of potential customers. The usage of signs were minimal in showroom since the design of the room was that there is allways someone to explain and answer possible questions. (Ettonet 2010.)

### **Company webside**

Company website is designed to be easy to read and it presents Ettonet Oy's full range of products. During author's time with Ettonet company web site was continuously improved as it was one of the major means of connecting with potential customers. Biggest project with the webpage was to intro video at the frontpage, that presents companys ideology and product in video form, to create online brochure for the company. (Pekuri 2010.) Company website hits are tracked by using google analytics service: Google analytics reports from 1.4.2010 to 10.10.2010 shows that around 45% of the site hits are from search engines, 40% from direct connections, and 15% from referring sites (Ettonet google analytics). Ettonet Oy canvasses different potential customer groups in Finland using free company registeries and online searches. These findings are collected as a company registry and used for personal email letter campaing.



### **Personal email campaign**

Potential customers found with online canvassing were used in personal letter type email campaign by the company. In the campaign each group had 6 different letter templates, and these templates were send to potential customers in a rotation. Always using a different template, offering different product and raising awareness for the companys products. This campaign was very time consuming since the lists and emails were managed by hand without using mass mail programs or sophisticated customer database. This also limited the number of people that could be reached with personalized e-mails. Product group that made the most sales using this method was geriatric tools and the main customers for these were physiotherapeuts who bought these tools to aid their patients. (Ettonet 2010.)

### **Participation in senior and safety seminars**

Ettonet Oy took active part on participating safety and senior seminars, giving lecture, presenting the product range, teaching safety and independence for seniors and people with limited capability. Ettonet Oy organizes free demonstrations to any willing clubs and organizations in its premises. During the author's time with Ettonet Oy the company had three demonstration evenings; Ms-liitto, Seniori-liitto and nurses of local elderly home visited these evenings. Ettonet also took part in two safety seminars by having a display table and demonstration furniture present.

## 4 CASE COMPANY: NEW MARKETING

This chapter presents potential new marketing means for the case company and guerrilla marketing tools that can be used to enhance the case company's current marketing means. This marketing plan was build according to author's vision of the case company's marketing opportunities and the guerrilla marketing tools were selected according to author's vision of what the case company can implement with its resources and personnel.

### 4.1 New marketing plan Ettonet Oy

As a new, lesser known company, the goal for Ettonet Oy's marketing is to gain publicity among potential prospects to increase the sales among major customer segments, while trying to maintain current customer relationships. Using these goals to guide the market planning process and marketing itself, should make a foundation for a marketing sceme that increases Ettonet Oy's possibilities to thrive on their selected field.

#### **Targeting consumers**

The main needs of consumers Ettonet Oy's marketing will take into account are the bottom two layers of Maslow's hierarchy of needs: Physiological need for freedom of movement, safety that will provide ease of mind and thus freedom. These needs are strong and clear for the consumers, thus the main selling point of Ettonet Oy's products is the safety and freedom they offer to people who need help in everyday life.

Target customers for such products are; the direct users of product, elderly and handicapped; recommenders for the products, relatives and children of elderly and handicapped, physiotherapeuts, and facilities that specializes in care for elderly and handicapped.

This gives us three clear customer segments: Actual users of the products, people who recommend the products to others and Healthcare professionals.

Geographical area for marketing plan is Lahti and nearby region. Special interest areas within Lahti are smart house projects build to support the needs of elderly and Elderly housing in Jalkaranta.

### Market targeting

The main customer group for Ettonet Oy is the actual users of the products, their most descriptive features are:

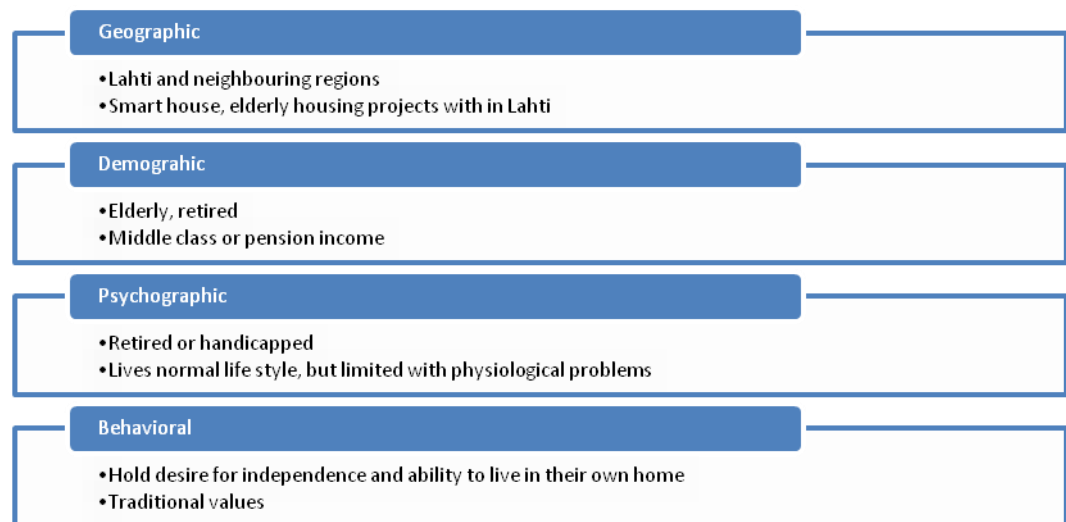


FIGURE 13. Ettonet Oy, features of main market segment

Even though a clear main target segment can be identified, the other two segments are closely connected to the main group and will most likely be affected by the same advertisement methods as the main segment. The users of the products will be the basis for selection of marketing means and advertisement planning.

## **Market positioning**

The nature of the products of Ettonet Oy creates possibility for a distinctive position on the market. The products special functions and proportions create them value to justify the more expensive price than the traditional furniture. The special features of the products compared to traditional, are their selling point that is to be used in advertisements and company mentality as whole to create distinguished brand to gain name in furniture market in Lahti area.

### 4.2 Marketing mix Ettonet Oy

The core of the marketing plan the marketing mix 4P's and the modern fifth P for personnel define decisions for: product, place, price, promotion and personnel, and these define how marketing is going to be implemented:

#### **Product**

**Package:** As it's typical in the furniture business, that the products are packaged in industrial cardboard box and upholstered parts are wrapped in cellophane to keep them clean. As Ettonet Oy doesn't manufacture the furniture or geriatric tools, they come packaged from producers, Ettonet Oy only opens the packages to check the goods and then re-use the manufacturers packaging while adding the company labelling tags, company instruction manual for the product and possible customer information for posting if the customer doesn't want home delivery.

**Brand:** The products are branded with the Company's orange Ettonet Oy's logo. These logos are usually hidden under the furniture, as people usually don't care for visible product logos on their furniture. These brands are added by the producer or by Ettonet Oy's personnel depending on product.

Product items: Chair families: Kippis and Nostava with all their upholstery, frame and mechanic features.

Bed families: Kaino and Vieno with all their upholstery, frame and mechanic features.

Geriatric tools: Ufo balance board and other tools to aid every day life

Product line: Furniture and tools with special features to aid everyday life of enfeebled and disabled, while keeping the outward appearance traditional to please the target segments tastes. These products are marketed through the Lahti showroom and selected media.

Product mix: Current product offering is wide and company expands the product selection always when suitable product is found, but company's main focus is the traditional looking furniture and improving upholstery and other features of these furniture.

## **Price**

Pricing of Ettonet Oy's products depends on the amount of features on the product, for example basic Kippis chair with just the hydraulic recline feature starts at 630 euros where as full feature Kippis chair with electric lifting and adjusting mechanisms starts at 2475 euros. This is true to the each of the Ettonet Oy's different furniture families, the basic model with just the special design is the base product and additional features increase the value per feature.

TABLE 10. Kippis family pricing structure (Ettonet Oy 2010)

Chair	Features	Price
Kippis chair	Hydraulic recline feature	<b>630 €</b>
Kippis recliner chair	Electric recline feature	<b>880 €</b>
Kippis Lift aid chair	Electric recline and Lift aid features	<b>1550 €</b>
Kippis multi-function chair	Electric recline, lift aid and leg support features	<b>2475 €</b>

As a base product, Kippis chair has competitive price compared to other furniture companies recliner chairs when its base special features of special cushioning and special frame measures are taken into account. For example Isku's Tampa recliner chair family starts at 619 euros (iskukoti.fi 2011) and Asko's Harlekiini chair family starts at 614 euros (asko.fi 2011). Both of these competitive easy chairs are without any special features for the elderly and handicapped, but have relatively same base cost.

Ettonet Oy's uses following payment methods:

-Online store accepts: All online bank payment methods, most of the common credit cards for example Visa, MasterCard and Visa Electron, post/bus advance payment for mailed purchases and Klarna bill or Klarna account.

-The Ettonet store accepts: Cash payment, most of the common credit cards.

Discount: Ettonet can offer discount based on quantity of the purchase, but these discounts are determined base to base cases, so usually all of the discounts allowed come from direct contact with the sales personnel, much like in any furniture store.

## **Place**

Ettonet Oy operates with two show rooms in Lahti and Helsinki, and also via online store. As this study focuses on Ettonet Oy's operations in Lahti, and Lahti showroom being the main inventory of Ettonet Oy following figure displays the distribution process of the company. Ettonet Oy purchases most of its products from a local manufacturer's as leadership of Ettonet Oy has strong ties with furniture manufacturers at the area. Products of foreign producers are either bought directly from manufacturers or from their distributors. Ordered quantities from foreign manufacturers are small enough that postal services can be used to deliver them to Ettonet Oy's premises.

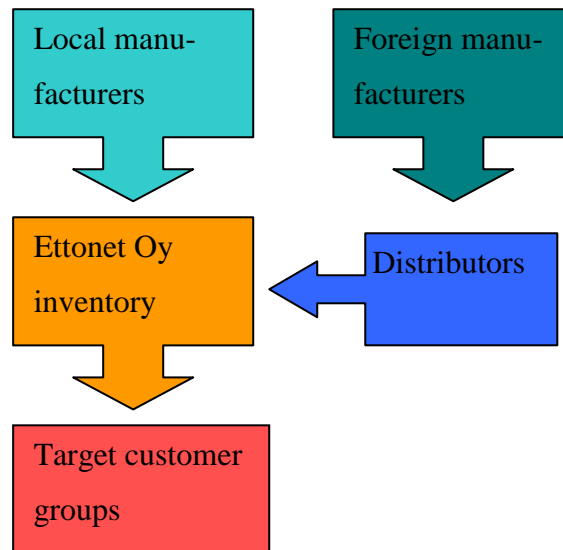


FIGURE 14. Ettonet Oy distribution channels (modified from Ettonet marketing plan 2009)

Logistics: Ordered parts, furniture and products are delivered to Ettonet Oy's premises, by producer or by outside transportation companies. These parts, furniture and products come from within European Union area: Electric parts come from Denmark and Holland, products come from multiple sources depending on which offers the best discounts, Furniture is Finnish made and usually done by small workshops around Lahti region depending on product. In Lahti region Ettonet Oy guarantees home delivery, assembly and personal instruction. Deliveries in Lahti region are done with the company car and company personnel. Deliveries to other parts of Finland are done by using outside transport options such as: transporting companies, mail and bus delivery.



Inventory: Products of the Ettonet Oy are stored in inventory that is located on Ettonet Oy's showroom in Lahti. Inventory size is kept small because it's limited by size of the storage area and the amount of goods offered by Ettonet Oy. At least few pieces of each product is kept on hand in the inventory, upholstered goods are exception as they are usually ordered after consumer has decided on materials. Most of the products can be delivered within 3 days even if there is not enough at hand at reserves.

### **Promotion**

The promotion is ways with which company introduces and convinces consumers to buy their products. Promotion can be summarized with using marketing communication mix table such as following:

TABLE 11. Communication mix (modified from Bergström 2004, 274)

Communication type	Target group	Goals	Tools
Advertising	End users of products Recommenders = relatives, children, friends of end users Healthcare professionals	To provide introduction for specialized products offered To create demand for tools to assist enfeebled and elderly To create awareness towards company's offering and make interested consumers make contact	Advertising through media: Local and newspaper adds, brochures, webpage, e-mail campaign Direct marketing through personal letters and sales representatives
Personal selling	End users = different handicapped unions and elderly organizations Healthcare professionals and healthcare institutions	To find new customers To receive information about the market for marketing planning process To adjust the marketing effort to better fit the needs of consumers	Approaching potential prospects using organizations, presentations about products to interested prospects Face-to-face meetings, telephone conversations
Sales promotion	The target customer groups "old" customers	To motivate customers to buy now To increase short-term sales and build long-term market share To develop relationships To upkeep current relationships	Arranging presentations Limited time discounts Personal letter campaign Feedback calls to people who have already purchased our goods
Public relations	Interest groups Media Organizations	To strengthen the company's image To enhance the flow of information between the company and its public	Website, email campaign, phone calls, sales representatives Stories in local papers and articles in the industry releases

## **Personnel**

Personnel is the component that makes all the other P's to work, as they make the products, prices, communicate with others, and maintain customer relationships. The skills of the personnel reflect on to the company as a whole. Ettonet Oy has small number of people working for it; this is both a strength and a weakness. Strength of the small personnel is that company can use more time to train people and the peoples know how is easy to see and it's easy to give the people the position that their skill allows. Weakness of small personnel is losing even one person from the pay roll means losing lot of potential and time invested on training the person. Ettonet Oy has utilized the strength of the small personnel by teaching all the basic functions of the day to day business operations to the personnel as a whole. So every employee knows the products, can service customers, knows how the payments are dealt with, and knows how the delivery will be arranged.

### **4.3 SWOT analysis Ettonet Oy**

Using the SWOT analysis base company's potential and weaknesses can be displayed in a summarized form, following figure is the author's vision of how Ettonet Oy's potential's and threats would appear collected to the summarized form.

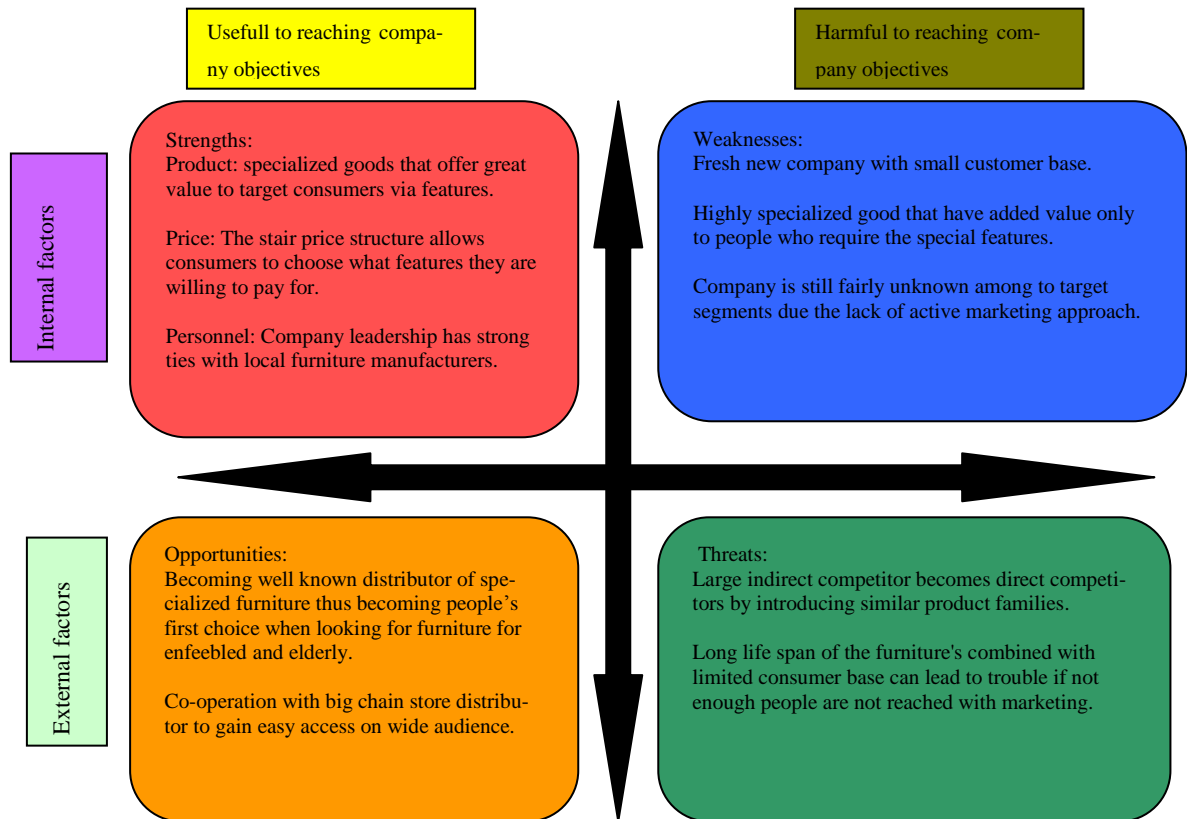


FIGURE 15. Ettonet Oy SWOT analysis

The products are both strenght and weakness for Ettonet Oy, highly specialized goods that interest limited amount of consumers have to be well know among the interest segments to create enough revenue to make entrepreneurial effort worth while. However, the products created lots of interest among the targeted consumers after the demonstration evenings with company. According to Jukka Sani, treasurer of Lahden MS-liitto the demonstration caused lot of talk about the products among the members that attended (Jukka Sani 2010). This shows that potential for sales is large, but the consumers need to be properly reached and they need to see how the products will improve their lives to make the actual sale, this is currently lacking with Ettonet Oy's operations.

Ettonet Oy has potential of becoming well know distributor for specialized furniture, but if indirect competition in furniture field determines the specialized furniture to be lucrative field they will become direct competitors, by introducing their own lines of products. For a small specialized company like Ettonet Oy

gaining large competitor would be a hard hit, but if the larger company decides to make use of Ettonet Oy's knowledge of the field, Ettonet Oy will gain possibility to co-operate with a large company gaining more potential to spread awareness of the products Ettonet Oy offers.

#### 4.4 Choosing marketing means

From the previous chapters it has been learned that following company attributes should be considered when selecting marketing means for Ettonet Oy:

##### **Company and products:**

Small and fresh company with little reputation and limited resources. Company operates out of showroom in Lahti city centre. Company ideology is to improve quality of life for enfeebled and elderly with specialty products that still fit seamlessly into traditional homes of the target consumers.

Major products are specialized furniture, that have special properties to assist people with limited capacity, mostly these furnitures are produced in Lahti region to add even more value in the eyes of the major customer segment that appreciates traditional values. Products are generally more expensive than normal furniture, when all the possible features are included, but this can be justified with added value to the consumers.

##### **Market and competition:**

Market area is Lahti region. Lahti is finlands 8th biggest city and 19% of the population is 65 years or older, this gives Ettonet Oy large number of potential customers on as small area as Lahti region. Ettonet Oy has no direct competition on the field of traditional looking specialized furniture, but there are many large and small furniture companies that operate on Lahti area. Even though Ettonet Oy

has no direct competition, the furniture companies take a lot of business away. This loss of business is caused by the fact that some people don't see the features valuable enough for the extra price. Larger companies have much more budget for advertising, making them more noticeable on the market.

**Target segments and how media reach these segments:**

Main marketing segments are the **end users**: people with limited capacity and elderly. Other segments are **recommenders**: relatives, children and friends of the end users, and **healthcare professionals** that specialize in physiotherapy, geriatric treatment and general healthcare.

Most of the end user segment can be reached with traditional media, using: newspaper and local paper advertisements, radio, television, brochures, personal letters, face to face personal selling, demonstrations at clubs and fairs. These consumers are the ones who need these special products, so if the advertisement, sales pitch or demonstration is good enough to catch the attention these people are likely to have interest towards the product offered. These people are most likely to encounter advertisements and sales pitches at their homes or at club meetings.

Most of the recommenders and healthcare professionals are likely to follow all of the media sources, most effective being: internet sources consisting of websites; email; and search engine results, television, newspaper advertisement, roadside advertisement. Keeping in mind that these people are not end users of the products so they will not actively seek such products, so advertisement has to be clear and memorable, so they will even notice or remember the contents. If these people notice the advertisement and in their mind connect the offering to the need of relative or patient, they are likely to recommend the person to seek out the company for further details. These people encounter the advertisements at home, on their way to work, or during their free time.

**Aim, timing and budget of the marketing plan:**

Aim of the marketing for Ettonet Oy is spreading awareness of company's offerings among the potential prospects and increase revenue by making more sales. Timing: as Ettonet is still finding what works best as advertisement among the end user segment and is limited by resources, the timing of marketing should be weekly based. One week marketing and one week following results and adjusting the contents of advertisements. This way advertisements can be effectively adjusted to what the consumer segment responds to and at the same time limit the usage of marketing budget. As Ettonet Oy has very limited funds for advertisement at the moment the modes of marketing means should be selected according to what media offers the best possible amount of potential consumers with least amount of funds spend. The actual amount that can be used to marketing alterates according to sales, so accurate figures change on monthly bases, so marketing means have to be flexible to withstand this fluctuation.

**4.5 Intermedia decisions**

From company attributes above and Ettonet Oy: interview, sales and google analytics reports, following conclusions about potential marketing means can be made:

Most budget efficient media means to reach end users are: advertisement in local paper, personal letters, brochures, demonstrations at local clubs and fairs, personal selling face to face in showroom.

Most budget efficient media means to reach recommendators are: advertisement in local paper, search engine optimization, webpage, brochures, radio advertisements, road side advertisements.

Most budget efficient media means to reach healthcare professionals are:

Personalized emails, direct selling to hospitals, elderly homes and places of practise, and to lesser extend mass media modes of paper advertisements, radio and tv advertisements.

Seeing as end users are main target of the marketing, primary marketing means to focus on can be limited to local paper advertisements, direct marketing campaign. However Ettonet Oy already uses: demonstrations and personal selling, personal letter email campaign, well functioning online store and webpage so these should not be discontinued, as they are maintained by company's own personnel.

#### 4.6 Intramedia decisions

Based intermedia decisions, two new marketing means were selected to improve Ettonet Oy's marketing, local paper advertisements and direct marketing campaign. In addition improvements to Ettonet Oy's current marketing means are explored.

#### **Local paper advertisements**

The newspapers with most promise on Lahti area are Etelä-Suomen Sanomat 126 thousands readers around its distribution area (Levikintarkastus.fi 2011) and Uusi Lahti free distribution paper on Lahti area. Uusi Lahti seems more promising of the two since it focuses on Lahti area and the costs for advertising is fairly low compared to bigger non free distribution papers. Uusi Lahti offers one- or two-column advertisement templates ranging from 14 euros to 114 euros, the advertisement cost depends on advertisement height euro per mm (Uusilahti.mainostaja.com 2011). Templates that best fit Ettonet Oy's needs are 63 euros one column model or the 70 euros two column model. Uusi Lahti is printed two times a week wednesday and saturday, so using weekly marketing plan style of making advertisement and then survailing the effects, would give four printed



advertisements per month, bringing cost of 70 euros model to 280 euros a month. This model gives Ettonet Oy option of modifying or desiding if the advertisement is worth the price at anytime between they paper releases.

TABLE 12. Local paper advertisement qualities

<b>Most cost effective options for local paper advertisement</b>		
Selected media	Times per month	Estimated costs
Uusi Lahti free distribution paper	4	280 €

### **Direct marketing campaign**

Direct marketing campaigns have lot of options to modify to them to fit: company's resources, message to be delivered, area to be covered and delivery method. Since Ettonet Oy is limited by resources direct marketing campaign can be done by creating letter type company introduction to send, or by creating 4-page company brochure. Company brochure can also be used in many other occations to increase publics interest towards the products and create professional look for company, so it would most likely be better approach to be used as a campaign material with limited resources.

Designing and printing the brochures can be outsourced to a printing company, the price per brochure depends on volume of order, company used and material selection. In Lahti area there are few dosen printing companies to choose from these can easily be found from fonecta data base (fonecta.fi 2011), by designing the brochure contents themself and then tendering between these printing companies, Ettonet Oy can get the most money efficient solution. By placing a

large order to be used in: direct advertising, aid at demonstrations and tools to uphold the customer relationships, Ettonet Oy can get lot of use out of one time investment of few hundred euros. Mediatalo Esa ([mediataloesa.fi](http://mediataloesa.fi) 2011) seems really promising printing provider for Ettonet Oy, since they also offer distribution services for direct marketing if customer requires them.

The area for this direct marketing campaign will be Lahti region, to limit the costs focus will be on specified areas in neighbourhoods that have assisted living housing and smarthousing projects. These specific areas can easily be located by using Lahden vanhusten asuntosäätiö ([www.lvas.fi](http://www.lvas.fi) 2011), as that organization deals with organizing rental homes for elderly and enfeebled, so they are familiar with all the special housing choices in the Lahti region. Since Ettonet Oy's products fit to what Lahden vanhusten asuntosäätiö aims to do, its highly likely that they will gladly accept co-operation with Ettonet Oy.

Options for delivery are: Hiring printing company that also deals with direct marketing for example Mediatalo Esa, Hiring both printing company and distribution company for example Lahtikopio ([lahtikopio.fi](http://lahtikopio.fi) 2011) and Lahden jakelut Oy ([lahdenjakelut.fi](http://lahdenjakelut.fi) 2011), or hiring printing company and delivering the brochures with company's own personnel. Since Ettonet Oy has limited resources to fund the marketing the third option is the most likely way to proceed, as it is the most cost effective.

Most cost effective way to organize direct marketing campaign for Ettonet Oy of would be: designing the company brochure, tendering the local printing companies for the best offer, selecting the target area's, and sending the company's personnel (sales clerk or sales representative) to distribute the brochures to selected locations.

TABLE 13. Direct marketing qualities

<b>Most cost effective options for direct marketing campaign</b>		
Design	Printing	Delivery
Standard 4-page style, design done by company personnel	Tendering between potential printing companies for the best deal possible	Using own sales personnel and sales reps to deliver the brochures to highly targeted areas

Brochure structure would be a basic 4-page model, to cut down the printing costs; first page company name, logo and ideology; second and third page main product families, pictures and statistics; fourth page contact information and small map to showroom location. Tendering for this brochure can be done either locally or even at national level if the local offers are deemed too expensive. Order size should be big enough to last for: few rounds of small scale personal letter campaigning, being handed out as side material at demonstrations and fairs, and to have enough at hand to offer to people visiting the showroom. The target area should be selected using Ettonet Oy's current data base on elderly and smart housing and using the knowledge of such organizations as Lahden vanhusten asuntosäätiö. Depending on selected area size, small personal selling could be organized by having the person delivering the brochures to personally hand the brochure to potential prospects, swiftly telling about company and products and answering any questions. This kind of personal selling has impact on main target segment, since they are very likely to have traditional values and they appreciate the human touch of this kind of selling. If this kind of personal selling will be taken into account this kind of campaign can well take five to eight days on market area of 200 households or around eight smart houses. This shouldn't be a

problem if sales representative is used, but it takes some planning if sales personnel are used from showroom.

### **Improvements to current marketing means**

In addition of these two new marketing means Ettonet Oy could improve the current marketing means; demonstrations and personal selling; personal letter email campaign. Ettonet Oy's demonstrations and personal selling are already fairly effective since the personnel knows the products and features well, but the presentation material is lacking. Cloth and wood samples used are what manufacturer has provided, simply binding the different sample kits to company's own sample binder would make the demonstrations and personal selling appear much more professional. Adding the company brochure to the personal selling and demonstrations will also aid in creating professional outlook for the company. Ettonet Oy's personal letter campaign is currently done without mass mail program and using company's self build database of potential prospects. This campaign would have immense use for mass mail program since sending hundreds of emails one by one uses lot of time. Using for example your mailinglist provider (yourmailinglistprovider.com 2011) mass mailing program would cut down time needed by atleast ten fold and this program is only 3.75 euros per month to use, so it should fit into even a tight marketing budget.

### **Intramedia conclusions**

Advertisement campaign in Uusi Lahti and direct marketing campaign are the main marketing means for this new marketing plan, these are re-enforced by marketing means already in use. Direct marketing should be prioritized over local paper advertisements as the brochure used as direct marketing tool has multiple uses and direct marketing using selective market area is more likely to reach potential prospects, than local paper advertisement. This is because people are more likely to notice advertisements handed to them or dropped to their mailbox

than advertisements placed inside the local paper. Selecting brochure as new marketing mean Ettonet Oy will gain effective marketing tool with multiple uses with one time investment and this fits needs of the small company perfectly.

#### 4.7 Guerilla marketing solutions

Guerrilla marketing approach is ideal for Ettonet Oy, since the company size is very small and marketing budget is small at best at the moment. Guerrilla marketing shows its strenght with innovative and cheap ways to create publicity and grasping peoples attention. Problem in Ettonet Oy's case is that most of the customer base are conservative and that limit's the scope of what kind of innovation can be done.

Ettonet Oy's customer base is still small, so marketing has two objectives to raise awareness of people about the company and upholding current customer relationships. To make this possible many different cocktails can be made from marketing means below, ingredients of these cocktail's will be affected by many inside the company decisions, for example: hiring more personnel or sales reps, outsourcing parts of the marketing, narrowing down where potential customers frequent etc. The author will present he's vision what marketing means Ettonet Oy can utilize with its current personnel and marketing budget. Ettonet Oy has many opportunities for marketing means on Lahti region alone. The opportunities lie on fields of: e-media marketing, mini-media marketing, non-media marketing, info-media marketing, and human-media marketing. These means are however limited by funding and manpower so only handful can be selected, following are the one's author deems possible.

## **E-media marketing**

E-media is troublesome area to Ettonet Oy since the major customer group prefers on traditional media as their source of information. Relatives and children of the elderly and handicapped, and healthcare professional however rely on modern media for information, increasing amount of retirees are computer literate, so e-media marketing will be very effective marketing mean even among the main segment in future.

The company website is the cornerstone for Ettonet's e-media marketing, so improving number of visitors should be number one priority for e-media marketing. List building, pod casting and nano casting, e-mail, search engine optimization can all bring more clickers to the website. Purchasing the help from accurate lists or listing companies would help improving the e-mail campaigns and thus bringing more visitors to the website. Pod and nanocasts listed to the pod and nanocast sites like podcast.com (podcast.com) in the internet would bring Ettonet to new peoples attention. E-mail campaign is done manually currently so getting a mailing program that can utilize current and new lists would drastically cut down the time needed for e-mail cycle. More efficient e-mailing would enable more e-mails to be send and thus increasing amount of website visitors. Currently you cant really find Ettonet without using word Ettonet as a search parameter, so this will reduce amount of people that find the company by just using a online search engine. This could be remediet by chancing word usage at website, including words like speciality furniture, geriatric tools, controllable beds would increase the opportunity that company is found by using search engine.

TABLE 14. E-media marketing solutions

<b>E-media marketing means</b>	
<b>Marketing mean</b>	<b>Actions to be taken to increase the marketing effectiveness</b>
<b>Website and online store</b>	Center of all online marketing activity, other e-media marketing means designed to aid websites operations.
<b>Pod and nano casting</b>	Creating short video introduction of company and products that urges prospects to visit or take contact. Adding this introduction on pod cast websites to gain more visitors to website.
<b>E-mail</b>	Purchasing mass mail program would drastically cut down time needed per email marketing cycle.
<b>List building</b>	Purchasing list management program would make Ettonet Oy's own lists more effective. Purchasing rights to commercial lists would make targeting potential prospects more accurate.
<b>Search engine optimization</b>	Change in website wording would make it more popular result while using search engines to find the types of products Ettonet Oy offers.

### **Mini-media marketing**

This is an area of marketing that can make a real difference in Ettonet Oy's publicity and most of these marketing means are cheap and efficient ways to reach people through traditional media and direct contact with prospects. Following marketing means should be prioritised: canvassing, brochures, signs, signs on bulleting boards as best ways to approach the customer segments in Lahti region.

Door to door canvassing on selected locations would give chance to make direct contact with customers, that are not actively searching or don't even know of the kind of products that Ettonet offers and it would enable direct face to face customer service to people that have hard time of moving outside of their apartment. Choosing correct areas and time of day to do this canvassing could get many interested prospects or atleast make them aware of Ettonet's existence.

As Ettonet Oy is still missing its own brochure, one should be printed and offered to first time buyers and offered as an option in other marketing means. Adding text like call us or visit our website to get a free brochure could be used to determine how well other means of marketing are working and brochures would increase peoples knowledge about what Ettonet really is and what it has to offer.

The front of the Ettonet Oy's premises don't really draw eye into the display window and show room so getting a sign or sign post would increase the amount of passersby that acknowledge what display window offers. Inside the store signs for product prices and stats, are in dire need since customers are completely dependant on sales personnel to get any information of the products that interest them.

Bulleting boards are free to use and numerous in Lahti region. Creating eye catching and informative add in bulleting board format would bring much needed publicity to the company. Having good add on bulleting board will stop people to



read it and bulleting boards are generally in high traffic areas, offering company and product information, website information, phone number, offer for free brochure would most likely bring to the company in touch with many new prospects.

TABLE 15. Mini-media marketing solutions

<b>Mini-media marketing means</b>	
<b>Marketing mean</b>	<b>Actions to be taken to increase the marketing effectiveness</b>
<b>Brochures</b>	Creating company brochure to serve as multi use marketing tool, adding promise for free brochures to other marketing means.
<b>Canvassing</b>	Selecting marketing area, selecting demonstration content and material, executing canvassing on selected area.
<b>Signs</b>	Designing and acquiring signs to be used on storefront and showroom to increase the chance of people noticing the store front and to help customers inside the showroom.
<b>Signs on bulletin boards</b>	Creating company introduction and contact info into small bulleting board size and spreading these signs on free to use bulleting boards across Lahti region.

### **Non-media marketing**

Non-media marketing aims for keeping customer relationships alive, and that's especially important for Ettonet Oy since customer base is small and finding new customers cost much more than maintaining current customer relationships.

Focusing on service and follow up will create word to mouth referrals, which are very powerfull marketing tools, since people tend to trust their friends and peers more than marketers.

Using the motto "service is whatever customer wants it to be", while promising delivery, on site assembly and instruction for sold good's should be enough to create image of good service and caring personnel.

Creating proper follow up program would minimize the loss of business to after sales apathy of company. Ettonet Oy should make follow up plan for customers depending on what information of the customer is available: calling or e-mailing two weeks after the sale to make sure they are happy with their purchase, sending info e-mail or brochure through mail after two months, and sending information via e-mail or mail of new services and goods after six months.

TABLE 16. Non-media marketing solutions

<b>Non-media marketing means</b>	
<b>Marketing mean</b>	<b>Actions to be taken to increase the marketing effectiveness</b>
<b>Service</b>	Adopting the "service is whatever customer wants it to be" ideology to improve company image.
<b>Follow up</b>	Creating follow up protocol for current customers to keep their interest on Ettonet Oy's offerings.
<b>Word to mouth</b>	Word to mouth can be generated by using personnel friends and relatives to tell people about the company, but usually generates spontaneously from good service.

### **Info-media marketing**

Ettonet Oy is already practicing info-media marketing so this area should be cultivated to make the events that free demonstrations and speeches are given more captivating to the audience, and thus raise interest towards things that Ettonet Oy has to offer.

Free demonstrations should be offered in brochures, letters, e-mails etc for everyone who wants, these free demonstrations should take place mainly in Ettonet Oy's show room. There also the possibility of further improving Ettonet's presence in related events and fairs by increasing Ettonet's attendance and making clearly structured demonstration style that would be presented in such events.

Ettonet already arranges info nights for clubs at the show room, but going as a visiting speaker to the clubs would increase people's awareness of Ettonet Oy's products and services. Building a suitable non sales oriented speech to be used in such events is still needed. These events can be used to give people brochures and other material after the non sales oriented part is over.

TABLE 17. Info-media marketing solutions

<b>Info-media marketing means</b>	
<b>Marketing mean</b>	<b>Actions to be taken to increase the marketing effectiveness</b>
<b>Free demonstrations</b>	Preparing a formula and material for free demonstrations.
<b>Speaking at clubs</b>	Preparing non sales oriented content and sales oriented material to be handed out.

### **Human-media marketing**

Human media marketing is important to Ettonet Oy since it aids to create people's image of the company. Ettonet Oy is already pretty proficient in customer interaction, but its lacking the short on uniformity that clients expect from a company, also number of sales reps is lacking.

Ettonet Oy has only few sales reps and none especially active in Lahti region, more sales reps would mean more sales, but commissions should be taken into account when deciding how many sales reps are actually needed.

Ettonet has no employee uniform and just monogrammed dress shirts would create a more professional look for the company. Since the number of employees is fairly limited the expenses for these shirts shouldn't be too heavy. Many work cloth companies for example primatex (primatex.fi 2011) offer embroidered oxford dress shirts with company logo and name tag, tendering among these work cloth manufacturers would enable Ettonet Oy to gain this needed uniformity.

Customer interaction is already good, but I think situations where there is more customers than staff should be practiced, so that people feel that they are still acknowledged even when sales personnel are serving other customers. How to deal with customers who have problems should also be practiced.

What could be done: Deciding how many if any sales reps would be needed on Lahti and surrounding areas, Designing and purchasing employee uniforms, practicing different customer problem situations.

TABLE 18. Human-media marketing solutions

<b>Human-media marketing means</b>	
<b>Marketing mean</b>	<b>Actions to be taken to increase the marketing effectiveness</b>
<b>Your sales Representatives</b>	Desiding how many sales representatives are used, preparing sales rep materials, dividing areas for each sales rep
<b>Employee attire</b>	Designing and purchasing simple monogrammed dress shirts to employee's to create feeling of uniformity.
<b>Customer interaction</b>	Further training for sales personnel, taking special focus on problem situations and disgruntled customers.

Most of the guerrilla marketing means in chapters above can realistically be implemented by Ettonet Oy's current budget and personnel. Canvassing and brochures can be removed from guerrilla methods since they will take active part in Ettonet Oy's new marketing plan. Sales representatives are optional personnel, so they don't have to be included in company's guerrilla marketing tools. Rest of the presented guerrilla marketing means can be implemented with company's current assets. These guerrilla methods acquire minimal invested capital, so they should be added to be part company's marketing scheme.

## 5 CONCLUSIONS

This chapter analyses the data and findings made in previous chapters and based on them offers answers to research questions proposed at the beginning of the thesis. At the end of the chapter topics for future research are presented for the case company, as this thesis focuses on the company's current marketing situation.

### 5.1 Research questions and findings

TABLE 19. Research questions and findings

Research question	Findings
1. What means can small companies use to approach the market?	Cost of most traditional marketing means limits their availability to small companies. Through careful designing small companies can utilize mass media marketing means and alternative approach of guerrilla marketing offers small companies opportunities.
2. What methods does guerrilla marketing ideology offer for small companies?	Guerrilla marketing is marketing ideology that bases its effects on innovation, so it has hundreds of potential marketing means to offer.
3. What are the most efficient marketing means available for the case company Ettonet Oy?	Local media means and direct marketing means show the most promise to a company with limited resources and personnel. A new marketing plan was created for Ettonet Oy using local, direct and guerrilla marketing means while minimizing the costs of marketing.

The first research question has been answered through building the new marketing plan for the case company, taking into account the resources and personnel small companies have at hand for their marketing. These limitations show that costs of most traditional marketing means is too straining for small companies to utilize them for prolonged periods, so small companies have to resort to careful market planning, using innovation and co-operation with other companies, organizations and clubs to define marketing means effective to them on a case by case basis. E-media, direct marketing and local marketing means seem most effective tools for small companies' marketing, but there are as many working marketing cocktails as there are companies, so the main factors in small company marketing are the vision and innovation of marketing personnel.

The second question is handled in the theoretical framework and then potential guerrilla marketing means are applied to the case company's new marketing plan. Guerrilla marketing is a marketing style that is based on innovation, so it focuses on using ideas over raw monetary power when designing company marketing. The father of guerrilla marketing ideology is Jay Conrad Levinson. His first guerrilla marketing book was released in 1983 and he has been perfecting the art of guerrilla marketing ever since. The categories of guerrilla marketing means used in this thesis derive from the newest edition of his book and from Jari Parantainen's vision of guerrilla marketing. As guerrilla marketing is based on innovation the marketing means presented in this thesis are only a fraction of the marketing means the guerrilla marketer has in his arsenal, the marketing means presented in this thesis were limited to those that are usable for a company such as the case company Ettonet Oy.

The third question was the primary goal of this study; to find new ways for the case company to gain publicity in the selected market while minimizing the need for capital in marketing. The new marketing plan for the case company Ettonet Oy was created using the company's current marketing plan and other attributes as limiting factors when deciding on potential marketing means. As a small company



with limited budget and personnel, Ettonet Oy has fairly limited access to mass media marketing means, so local marketing means and direct marketing were chosen as the main marketing means for the new marketing plan. Ettonet Oy offers specialized products with a clear main marketing segment of end users. This makes targeting direct marketing easier as this segment tends to live in specialized housing projects. This raised direct marketing as the new main marketing mean for the new plan. Choosing brochures as the tool to be used with this direct marketing campaign offers the most value to the case company since it lacks its own brochure and brochures have multiple uses in the case company's marketing. Advertisements in the local free distribution newspaper Uusi Lahti were presented as a strong marketing mean, the strength of the local paper ad lies in its possibility alter the message and design of the advertisement between every print of the paper. The local paper advertisement should be run whenever the company has money for it, if it is deemed to reach enough of the target segments. Using these two new marketing means and re-enforcing them with marketing means already in use in the current marketing plan created the new marketing plan for Ettonet Oy. The guerrilla marketing tools were then introduced to improve the existing marketing means Ettonet Oy uses and to create new ones. The guerrilla marketing tools selected were deemed to be effective by the author and within the case company's limitations. As it is with small company marketing this new marketing plan and guerrilla marketing tools follow the author's vision of the company's opportunities in the selected market. This vision was formed through the practical training period with the company and desk work on small company marketing, and this vision is intended to give the company leadership new options when they redesign the marketing, as the company wanted when it commissioned this study from the author.

## 5.2 Suggestions for further study

Since this is a commissioned thesis, the main scope of the research is limited to the case company, its opportunities in its selected market area and among target segments. Conducting the practical training with the company gave the author a concept of the specialized furniture market in Lahti region and further deskwork built the author's vision for the marketing opportunities of the case company. 1.) Since this thesis focuses mainly on consumers with focus on traditional media, e-media marketing means are not researched in depth. E-media marketing is a strong field of marketing for the small companies so this field would be fertile ground for further study. 2.) This thesis has also focused on very specialized products so researching marketing opportunities of a company with more general products or services should offer a basis for further study. 3.) Guerrilla marketing ideology offers hundreds of tools for small companies, studying how effectively pure guerrilla company could operate in the Finnish business environment should offer a basis for study.

## 6 SUMMARY

The objective of this thesis was to find effective marketing means for small companies, focusing on the current status of the commissioning company. The research objectives and questions were selected to focus on how to improve the case company's marketing with its current resources. The marketing opportunities of the case company Ettonet Oy were explored through creating a new marketing plan for the case company and exploring guerrilla marketing opportunities to enhance the case company's current marketing means. These opportunities were concluded by the author based on his vision of the company's and the market's current situation. This vision was created by the author's knowledge of the company operation gained through the practical training period and the author's deskwork that explored small specialized companies opportunities in Lahti regional market.

The new marketing plan created through the case company attributes, sales reports, interviews and the vision of the author deemed direct marketing campaign and advertisements in the local free distribution newspaper to be most cost-effective approaches in this market area to reach the main target segment of the case company. These marketing means are then explored further to intra media decision and then marketing campaigns are designed for these two marketing means. To reinforce the case company's marketing, guerrilla marketing strategy options were introduced and ways to implement these options were presented. These marketing options were selected according to the author's vision of the company's internal environment and marketing ideology.

This thesis has pointed out that innovation and vision are the main tools for marketing with limited resources. With these attributes entrepreneurs can achieve effective marketing through even unorthodox marketing means. So use of innovation in marketing can even outdo raw monetary power if utilized properly.

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