

Customer acquisition to Neste Oil K-market Malmi by using direct mailing campaign

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<p>This thesis was commissioned by the entrepreneur of Neste Oil K-Market Malmi, a company in which the author has been working for almost four years now. The station has a K-Market shop, cafeteria, car wash and gas station, all under the same roof. The entrepreneur was very keen on having new regular customers for the car wash, because of its high profit margins and ongoing increase in yearly sales.</p> <p>The aim of the thesis was for this particular entrepreneur to acquire new corporate customers through a direct mail campaign. This campaign was targeted to companies who have a Neste Oil loyal customer card and are from the nearby area, i.e. Malmi. An advertisement was sent to get new corporate customers to use the car washing services provided by Neste Oil K-market Malmi.</p> <p>This thesis was produced using the procedural research method during the spring of 2013. The theoretical part of this thesis consists of describing customer acquisition strategy, direct marketing and direct mail. These concepts all supported the author in her undertaking of a direct mail campaign. This part of the thesis explains how and why this specific targeting of companies was done. It also describes how an advertisement is made and then sent to the targeted companies via direct mail.</p> <p>The entrepreneur of Neste Oil K-market Malmi was aiming to get around 45 contacts, and from these to acquire 20 new loyal customers. This is out of the 450 companies to whom the mailing was sent. Direct mail was seen as the best alternative for executing this particular campaign. The chapter describing the results of this thesis shows how many companies negotiated a partnership agreement and what happened in the few months subsequent to these agreements. The conclusion of this work examines more closely the possible reasons why only 23 contacts were actually made. It looks into whether the mailing should have been done by some other direct marketing approach, and whether the advertisement itself was appropriate for this kind of a customer acquisition campaign.</p>	
Keywords customer acquisition, direct marketing, direct mailing, sending an advertisement	

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1 Introduction

Sales activities play a massive role for every company, because without them the company wouldn't exist. The important part of making sales are the plans and strategies, that the company uses consistently. One of the keys to the selling process is customer acquisition, which every company needs to do to make sales and to aim for profit. This thesis is about the customer acquisition to Neste Oil K-market Malmi through a direct mailing campaign.

1.1 Objectives of the thesis

The objective of this thesis was to acquire new corporate customers, who use Neste Oil K-market Malmi's wash-street services. In the next chapter where the Neste Oil K-market Malmi is introduced will be some key figures of car wash sales and its costs to understand better why this is a lucrative business and why the company should invest in acquiring new customers to it. The benefit of having new corporate customers, who would use the wash-street on a daily bases with a discount price, would guarantee more efficient use of the wash-street and enlarge the sales and profit of the company as well.

The customer segmentation was limited to company customers, because of their tendency to use the wash-street more frequently than the private customers. Company customers also use more money on the car wash, because their company pays the bills, so they don't worry about the costs. In this type of situation when the customer is willing to pay more, the company can give a discount without losing any profits. This leads to increase in use of wash-street, because those company customers will get a feeling of benefitting a lot from the discount and will use solely this particular wash-street. Giving a fair discount to the customer won't hurt the business itself. Next chapter about the companies will reveal the profit margins and how good profitability the car wash industry has.

This Thesis project will be first step to Neste Oil K-market Malmi proofing the concept of acquiring new company customers. This project will be made for companies with already existing Neste Oil Company cards. The entrepreneur of K-market Malmi, Kai Malmgren, has conducted many prior direct mail campaigns to private customers living in a nearby area without any specific targeting on customer groups. Those campaigns have attracted many private customers to try the wash-street by using discounts coupons and giving away free coffee packs. People who use those kinds of discount coupons tend to be more price conscious, because they will wait for next round of mailing rather than coming next time and buying a wash for full price. This type of direct mailing is good boost for example to a summer's quieter season, but it doesn't work in a long term customer acquisition.

These were the reasons why entrepreneur of Neste Oil K-market Malmi Kai Malmgren decided to implement this thesis project of acquiring company customers rather than private ones. And if the project will succeed, the next step will be approaching new company customers who don't have Neste Oil's Company cards. The results will show should entrepreneur Kai Malmgren invest more money in new company customer's acquisition for Neste Oil K-market Malmi or should he just keep sending those "boost" coupons to private customers when is not a car washing season.

1.2 Structure of the thesis

The thesis consists of several chapters. The first part of it will concentrate more closely on the key companies, which are all linked closely to the comissioning party of this thesis. Also the comissioning party itself will be introcused in more details. By getting to know all of the core businesses combined to the Neste Oil K-Market Malmi the reader will get a better idea of the whole aspect of the marketospace in which it operates.

Next part of the thesis will be covering topics of customer acquisition and the use of direct marketing. By going through both of these aspects to their core will ease the understanding of this whole thesis subject, its objectives and struggles. Using direct marketing has its own benefits, but also quite a lot of difficulties, which will be covered more thoroughly in the conclusion part of this thesis.

The third part of the thesis will guide the reader through the whole process of the project from the planning, starting it and through it until the end. This part will explain more closely why this kind of a project was made, how the procedural approach was used and all small details of conducting the campaign.

The result and the conclusion will be the most crucial part of the thesis. These last two parts will look more closely to the findings made after the end of the project. The conclusion will deal with the result of the project; did it benefit anyone, was it a success, what went wrong, and many other questions will be covered also.

2 Companies involved in the project

To get a good understanding what Neste Oil K-market Malmi is and what kind of services and products it provides to the customers is necessary to look into companies behind it. This chapter will present main companies, which together form Neste Oil K-market Malmi.

2.1 Kesko

Kesko is one of the biggest trading sector companies in Finland. Trade operations of it include the food, home, building, home improvement and machinery sectors.

Kesko has about 2,000 stores in Finland, Russia, Scandinavia and Baltic countries.

In this part of the introduction we will look more closely to Kesko Food trade in the Finnish grocery trade, because it's closely related to K-market Malmi.

It is estimated that the market share on K-food stores in Finland is 34, 7% and its biggest competitor is S Group. In Finland we have over 900 K-food stores, which provides customers an easy and comprehensive network all around Finland. K-food operates four chains of stores. These chains include the biggest K-citymarket, big K-supermarket, smaller K-market and the smallest K-extra.



Figure 1: K-market Logo

(Kesko, 2013)

All K-food stores are run by the efficient chain business model. In this model independent K-retailers run retail stores in chains managed by Kesko. Food stores in the K-Group are run by retailer entrepreneurs. In Finland we have an established and well-known name for these retail entrepreneurs and it is “Kauppias”. For a good example, the slogan of all K-stores is “Kauppias hoitaa homman”, which means that the entrepreneur does the excellent job.

The K-group’s net sales for the year 2012 were roughly €9, 7 million, which was an increase of 1% from previous year. Food trade operations net sales were €4, 3 million, in which the change was + 3, 1 % from previous year. K-food stores grocery sales increased by 3, 9%.

(Kesko, 2013)

2.2 Neste Oil

Neste Oil is a company, whose production focuses on premium-quality traffic fuels. The company produces a wide range of major petroleum products. Neste Oil is also a leading supplier of renewable diesel in the world. Business of Neste Oil is based on two main categories: Oil products and Renewables, and Oil Retail.

Neste Oil's refineries process the crude oil, renewable raw materials and other feed-stock. In Oil Retail, Neste Oil is the leading station chain in Finland, it sales the most important oil products directly to its stations. The product range of Oil Retail includes gasoline, diesel, aviation fuel and heavy duty fuel. Neste Oil also offers its customers wide range of lubricants and chemicals necessary in the machinery.

In 2012 Neste Oil's net sales were over €17, 9 billion. The company's revenue of 2012 was €17, 9 million. Share of Oil Retail in the revenue was 27%, by €4, 9 million. Operating profit of Neste Oil rise 17, 6%, from previous year.

The station network of Neste Oil is wide and it consists of 1, 136 stations from which 803 are located in Finland. Many of these stations have also K-market stores in the same facilities. This is made possible by ongoing marketing partnership with Kesko in Finland. Neste Oil's K-market stations are allowing customers to ease their journey, by fueling, buying lubricants and shopping for groceries all under the same roof. This possibility has improved the Neste Oil's network quality image.

Like its competitors, Neste Oil offers their customers possibility to acquire Company card. It is like a basic credit card, but it can be used as a means of payment only in Neste Oil stations. The card can be chosen by needs of the company and it gives a percentage discount on gasoline and diesel. The card can be limited as wanted, so for example the user can only pay fuel with it, or he can also pay other offered items from the gas station. Company can order as many cards as needed, depending on the amount of employees. Having the card is also a convenient way for the company to keep track of their employees overall expenses, because Neste Oil offers a detailed statement of all fuelling's and bought products in every bill. This may ease the pressure of maintaining receipts from every employee and their buying's for the account procedures.



Figure 1: Neste Oil Company credit card
(Neste Oil, 2013)

The marketing of Neste Oil K-market is very visible nowadays in Finnish television, radio and in Social Media. Now Neste Oil K-market's has gained a reputation by its commercial slogan "Yhden pysähdyksen taktiikalla", which means "By a one stop tactic". This one stop tactic also represents Quick Wash, which is a well-known car wash brand in Finland. Quick Wash can be found in almost every Neste Oil K-markets all around Finland. It is marketed by both Neste Oil and Kesko's K-markets. To understand a bit more about the car wash, next chapter will briefly present a company, which manufactures car wash equipment's.

(Neste Oil, 2013)

2.3 Tammermatic Group

Tammermatic Group is one of the leading car wash pioneers in the world. The company manufactures wash systems for cars. The company makes a co-operation with a company InterClean Equipment, Inc. which manufactures heavy-duty fleet wash systems; it also provides a range of special equipment, like automatic high-pressure cleaning systems for military use. Together those two companies form a team of experts and can offer customers the best washing service in the world. Tammermatic's main mission is to help vehicle wash customers increase profits and reduce maintenance costs, by creating the best cleaning solutions possible. The company promises to the customer that "You can concentrate on profitability; we take care of the rest".

One of the Company's products is RoboJet – wash-street, which Neste Oil K-market Malmi has in its premises. Wash-street is one of the most convenient cleaner of the customer's vehicles; it is fast, accurate and can be modified with different programs. We all know, that today's customers are very demanding and want value for their money, that's why RoboJet produces top quality wash results from a variety of available wash menus. The customer can decide upon many variations, for example would the machine use brushes, would it wash underneath the car and so on. The biggest competitor in the car washing business is Trading Steiner McRolls Oy which provides car washes solely to Shell gas stations in Finland.
(Tammermatic, 2013)

In 2012 revenue of the Tammermatic Group was about €15 million; it was risen 12, 6% from previous year. Net profit for the year 2012 was €2, 15 million. This information may not be reliable, because Tammermatic Group doesn't publish its Annual reports, so the numbers are taken from Taloussanomat web pages.
(Taloussanomat, 2013)


2.4 Neste Oil K-market Malmi


This gas station has a great location above the busy road of Kehä 1, in Helsinki area called Malmi. The station was built in the 70's and at that time there was a store called Union, which many of the clients remember even nowadays. After Union the station was bought by Neste Oil and it was called Pikoil. It had the fuelling possibilities and a small shop owned by Neste Oil. After Neste Oil started the partnership with Kesko, the building was turned into K-market.

K-market is a smaller version of K-Supermarket. It has over a 1, 000 products, including dairy and meat products. In K-market the customer can buy all basic products like milk, vegetables and convenience food. Besides the shop K-market has a cafeteria side, which is full of fresh coffee, pastries and sandwiches made on the spot. The entrepreneur differentiates itself from the competitors by selling only freshly brewed coffee and making the sandwiches all day long to match the consumption.


In addition to these products K-markets have now a new concept called Sibylla, which offers the customers “fast-food” like hamburgers and hot dogs. The store also has a car maintenance section, which offers customers lubricants, oils and other vehicle related articles.

Maybe the most profitable product of Neste Oil K-market Malmi is the car wash. It is located at the end of the building and is a RoboJet model, introduced in previous chapter. Wash-street is a high end, super-fast and convenient automatic car wash for vehicles. It has a capacity to wash three cars at the same time, which eliminates traditional queues associated with normal car washes. The efficiency of wash-street is noticeable to the customers and many of them use it solely to save time and to get as a result clean and shiny car. The cheapest car wash costs €17, 90 and the most expensive one €34, 90.





2,30 m



2,40 m

	Pesut	Lisä esi- pesuaine	Alusta- pesu	Kuuma- vaha	Loisto- vaha
Loistopesu	88.88	sis.	sis.		sis.
Kesätehopesu	88.88	sis.	sis.	8.88	
Pehmoharjapesu	88.88	8.88	8.88	8.88	
Boksipesu	88.88	8.88			
Imuripoletti	8.88				

Boxit, kattotelineet, lisävarusteet, yms. omalla vastuulla (kysy kassalta)

Figure 2: Options of car washes

(Entrepreneurs material provided by Kesko Oy)

Neste Oil K-market Malmi’s typical weekday in average numbers:

- about 1 200 customers
- 400 cups of coffee
- from 50 to 60 car washes
- 10 000 liters of gasoline

The whole sale on an average weekday is €7 500. The sale is divided in three main parts; the shop sale is about €4 500, Take Away €1 500 and car wash €1 500. The shop sale consists of groceries like lemonades, candies and convenience food. The seasonal products are also affecting sales, like ice cream in the summer and chocolate boxes in the winter. Take away sales refers to sold fast food, sandwiches, coffee and bakery products. In addition to these sale figures, K-market also sells “Veikkaus”, in other words bets and lotteries for €5 000 a week and slot machines also brings about €5 000 a week. The gasoline sale is based on the percentage commissioning, so it isn’t measured in these daily sale figures. Neste Oil K-market Malmi’s revenue, without gasoline, for the year of 2012 was €2, 2 million.

On average Neste Oil K-market Malmi sells about 22 000 car washes in a year, with a yearly increase of 10 percent. The average price of a car wash is €20, which makes about €440 000 a year and about 20 percent of the yearly revenue. 40 percent of washes are bought with Company cards and rest 60 percent are bought by private customers. Relatively big amount of private customers use discount coupons, which lowers the average price of the car washes.

As it was already stated car wash is quite a lucrative business. The simple method of counting operating profit is to subtract costs of washing liquids from the price of the wash. This method shows that operating profit is about 90 percent. This isn’t the whole truth, because also other costs like leasing contract of the car wash, maintenance, water, heating and electricity must be taken into account while counting the profit. The RoboJet machine costs about €400 000 and it is leased to the company. Every wash spends about 250 liters of water and a lot of electricity. These factors lower the operating profit to an average of 30 percent, depending on the price of the car wash, which is still a good profit for a product.

(Interview with the entrepreneur Kai Malmgren, 20.8.2013)

3 Customer acquisition and direct marketing

This part will familiarize readers to the most appropriate theories used in implementation and assessment of this procedural thesis. Part is divided in two main theory sections; customer acquisition and direct marketing. Both sections have subchapters of most applicable parts of theory to making the campaign happen.

3.1 Customer acquisition

As stated by Suggett (2013, article) “The primary goal of customer acquisition is to do the least amount of work, and spend the least amount of money, to get as many customers as possible into the fold.”

Customer acquisition is a part of a normal sales process. A company tries to find its new potential and beneficial customers. Many companies put more effort on taking care of already existing customers rather than reaching new ones. It is estimated that selling to a new customer can easily be five times more expensive than to selling for already existing ones. It's also important to remember that losing customers can be the most expensive for the company. Still selling for the existing customers is seen much more cost-effective than acquiring new customers.

The first goal for the company in customer acquisition is to familiarize itself to the customer and to the products that are offered. Next goal is to make the potential customer excited about the offered product and the last goal is to actually make the purchase of the product. Maybe it isn't that simple, but without a doubt the aim is to find potential customers to create long lasting relationships right from the beginning. In this case the direct mailing campaign should excite companies to enter in a long lasting relationship with Neste Oil K-market Malmi and to frequently purchase services from it. (Bergstöm & Leppänen 2003, 417-420; Hellman 2003, 256-259)

3.1.1 Customer acquisition strategy

Customer acquisition strategy's primary aim is to acquire new customers by having firm marketing activities such as ongoing advertising and PR. The strategy is always appropriate, because winning new customers is important to the company for its economic performance. Acquisition of new customers often results from the implementation of a product strategy. Products attract new customers by offering new features, eliminating old problems, and solving different needs. As in this thesis case the entrepreneur wanted to get more visibility and frequent use to wash-street services by implementing the customer acquisition. The strategy could aim at various customer groups. If the current market segments have a low penetration rate, the strategy should be directed at these segments. Customers' acquisition could be focused instead on new segments, if the previously mentioned are already been exhausted. Applying the strategy to new markets usually refers to worn out of previous segments. (Bruhn 2003, 133-139)

There are some aspects which show that the focus should be on customer acquisition as stated by Bruhn (2003, 107) if the company:

- gains relatively fewer customers than its competitors
- still has a small group of regular customers
- has less profitable customers than could be acquired
- has current customers that are less profitable than new ones entering the market

Those aspects prove that Neste Oil K-market Malmi should concentrate on a customer acquisition, because it has a small group of regular customers and it could acquire more profitable customers, by doing the direct mailing campaign. According to Bruhn, 2003, there are two kinds of acquisition strategies; stimulation strategy and persuasion strategy. These strategy types can differ depending on their implementation; are they used either effectively or symbolically and should they stimulate or convince with specific corporate attributes. A stimulation strategy offers customer's incitement to enter into a relationship with the company. This strategy can be implemented effectively by means of using special offers or competitions for the customers.

Image building can be used as a symbolic stimulation strategy. A persuasion strategy in other hand tracks down the company's capabilities to fulfill customers' expectations and needs. An effective persuasion strategy can offer customers product samples and use before & after advertisements. A symbolic persuasion strategy can offer customers guarantee and recommendations of its products or services. (Bruhn 2003, 107-108; Ålander 1998, 15-19)

3.1.2 Planning the customer acquisition

Since customer acquisition is expensive, companies should know exactly what they want from a new customer that they are targeting. One customer can cost easily surpass the amount of money that an average customer will spend on the company's products or services overall. The cost still doesn't mean that the company should forget about the customer acquisition, but just be more accurate with planning it. It is estimated that company lose in average about 3 – 10 percent of their customers annually and that is from natural reasons. Some customers can be lost to the competitor and some can end using the product or service offered entirely for unknown reasons. Still new potential customers are entering the markets all the time and the companies need to make sure that they are having their share of them. (Bergstöm & Leppänen 2003, 417-420)

Acquiring more number of customers or number of attractive customers at low cost should be the main goal for the company planning acquisition. One of the best and most provocative ways to acquire new customers is performing promotional campaigns if it's possible. These campaigns should be efficiently made and well-targeted to customers with a high potential to the company. This time the customer acquisition is made with help from Neste Oil, so the costs will remain low for the entrepreneur. The author won't be paid any bonuses but she will have the possibility to handle the contacts during her paid working hours. So the only significant cost for the entrepreneur will be from an advertisement agency. (Ålander 1998, 10-19)

Those promotions will help the company, because the customer acquisition faces new challenges if the company is entering new markets. There is a bigger possibility that the customers don't yet know the existence of product or service offered or that the customer isn't familiar with the company in the first place. One big challenge is to differentiate offered product or service from already existing ones which are made by competitors in that market. After this few examples it's not difficult to understand that gaining new customers requires a lot of work and assets. The problem isn't just gaining new customers it's how to convince those to use this particular product or service offered instead of utilized old and more familiar one. As stated in objective's part this campaign is a first step in proofing the concept of customer acquisition to Neste Oil K-market Malmi. Next stage will be acquiring new company customers who use competitors Company cards and their car wash services. (Bergstöm & Leppänen 2003, 417-420)

3.1.3 Customer retention strategy

Customer retention means the marketing and advertising the company does to keep customers. As previously mentioned the cost of acquiring a new customer is 6-7 times more than keeping one. The customer retention strategy should be used, after attracting new customers, for keeping them around. There are some aspects which show a need of customer retention as stated by Bruhn (2003, 108) if the company:

- has a generally high churn rate
- immediately loses numerous new customers
- achieves cross selling only to a low degree
- cannot utilize any of the cost savings potential for current relationships
- has many customers that also use products or services from competitors

In this aspect churn rate refers to the proportion of contractual customers who leave a supplier during a given time period. It can be a possible indicator of customer dissatisfaction or some other reasons having to do with the customer life cycle. Immediately losing numerous new customers can refer to cheaper and better offers or just more successful marketing by the competitor.

Cross-selling can be explained in a way that it is the practice of selling an additional product or service to an existing customer. The key objective of customer retention strategy is to retain the maximum number of profitable customers or those who has characteristics to be above profitability in the future. Implementing this strategy will be important for the commissioning party of this thesis to keep the acquired customers. (Bruhn 2003, 108; Bergstöm & Leppänen 2003, 417-430)

There are two kind of retention strategies; solidarity and dependence strategies. Both of these presented strategies can be applied in short or long term and the time horizon should be kept in mind for the successful implementation. A solidarity strategy uses psychologically important factors to customers like relationship quality and customer satisfaction. In a short-term solidarity strategy the company can offer the customers low price offers by demonstrating fairness towards them. In a long-term one the company can use product customization and having the same customer representatives for familiarity. A dependence strategy in other hand sets up barriers for customers to switching the product or service provided. In a short-term dependency strategy company can make short discount agreements with customers. In a long-term one the company can make long agreements and subscriptions with the customers that they could not take offers from competitors. (Bruhn 2003, 109; Bergstöm & Leppänen 2003, 417-430)

3.2 Direct marketing

As stated by Bird, (2007, 17) the simple definition of direct marketing is: “any advertising activity which creates and exploits a direct relationship between you and your prospect or customer as an individual.”

Marketing is a process of identification of customer needs, that the customer will feel satisfied and that the company will benefit from it with a profit. By marketing the company can cost-efficiently communicate with the customer and identify its needs and wants more precisely. Direct marketing in other hand is just a part of marketing not an alternative to it, and it tends to focus more precisely at the individual level, not to the broader market level.

With this kind of marketing the company can focus on individual customers and satisfying their needs and wants after they know what kind of customers they want to attract. (Thomas & Housden 2002, 2-10; Bird 2007, 16-18)

Direct marketing uses the customer database, which can be gathered or it could already exist. Having the customer records on a database with some basic features enables the company to manage, integrate and to analyze specific types of data. The data can show customers addresses, e-mails, product usage and contact history, and these are only few examples. This campaign will use Neste Oil's customer database, because K-market itself doesn't have existing one and isn't willing at this stage to gather it only for this occasion. (Thomas & Housden 2002, 11-15; Bird 2007, 16-18)

3.2.1 Planning a direct marketing campaign

At the start of making a direct marketing campaign is important to decide the main priorities of the campaign. Should the company gain new customers by this campaign or should it activate already existing customers. In the beginning specifying the objective is a main goal for the successful campaign. The objectives should be SMART, as in other words: specific, measurable, achievable, realistic and timed. After deciding on the objectives it is time to identify the target audience, think about where to find them and how to make an initial approach to them. After making those decisions it's time to select general communications approach, the broad scale media advertising such as television or radio can be used, or then targeted communications like direct mail or e-mail. The combination of both broad scale and targeted communications could be useful in large marketing campaigns. (Thomas & Housden 2002, 24; Bird 2007, 112-117)

Next step in making of the direct marketing campaign should be timing, deciding when the best time to approach the customer is. For example in this thesis case, targeting new customers for a car wash services, the best timing will be in autumn and in spring, because then customers vehicles are at their dirtiest and they will create a need to use the service, because of the perfect timing. After decision on timing it's important to start producing the advertisement material.

Now that the company knows the objectives and has targeted the customers it's easier to create the material and plan the design for it. In case the campaign will ask customers to reply, it's important to estimate the response to expect and the time for reaction on the responses. The marketing campaign can then be delivered to its targeted customers by chosen channel, like in this project by direct mailing. (Thomas & Housden 2002, 26-27; Bird 2007, 121)

After the campaign it's important to measure and evaluate the success of it, so that the next campaigns would be easier to plan and implement. It's also more likely for the next campaign to succeed if the evaluations of the previous one have been made. "Guard book" or computer "guard file" are recommended as the best approach in recording the campaign. In both of these the company can count all of the costs, profits made, averages and other criteria's. In a short-term measure the company can see, if the media was right or should they change their approach to customers, and then make tactical decisions before making a new campaign. (Thomas & Housden 2002, 27-28)

3.2.2 Unique selling proposition

Before sending the direct mail to the targeted customers, it's important to think about the selling process and the product or service itself. Is the offered product or service already shown its potential in the market space and what is so unique about it that would get the targeted customer interested?

The Unique selling proposition formula was developed by Rosser Reeves. As stated by Bird (2007, 82) "To establish your USP, you compare your product or service with your competitor's. Then you determine one feature you have which no one else can offer. This is your unique selling proposition. It is this which you must promote single-mindedly". There are mainly two different USP types. First one is the problem solving, which focuses on the customer's problem and promises to solve them. Second one is benefit-focused USP which highlights the benefits of using the product or service of the company, making it feel that the customer will have a huge benefit to do business with this certain company. (Bird 2007, 80-86)

One way of defining the company's own USP is to get a closer look on the competitors and their offerings to customers. When the company will understand what other competitors are selling, then it would be easier to come up with their own USP.

The product or service itself doesn't need to be special, just the way that it will stand out in a market full of similar products or services. It's a bit like branding the product or service, the customer should see the offer as the only option, not as one of many others. As stated in an article of Entrepreneur Media, Inc. 2013: "For example, Charles Revson, founder of Revlon, always used to say he sold hope, not makeup."

Making a successful USP is depending on knowing the target customers very well. The company must know their customers likes, dreams and even their frustrations to understand what they really want from the offered product or service. After knowing the customer, you can assure them, that this product or service solves their problems better than competitors one. It's also important to recognize what need of a customer the product or service fulfills. People have nine basic motivations, for example saving money and saving time, which can easily justify a purchase of the person. As in this case the provided wash-street services are over twice as fast and more convenient as nearby competitors are offering at the moment. It's important to remember that the product or service cannot please everyone, so by choosing one target market, realizing their needs and deliver a solution to them will be the right path to choose. (Bird 2007, 80-86)

3.2.3 Sending the direct mail

Subject of this thesis was to acquire new company customers to use Neste Oil K-market Malmi's high-end wash-street and the implementation of the campaign was made by sending the direct mail to targeted companies. This chapter will explain how the mailings should be or should have been done.

Using the targeted customer database will ensure that the mailing will be done to the wanted customers, and will reduce wasteful expenditures. This depends on the accuracy of the database, that it consist of only particular customers to whom the mailing will be relevant.

One of the benefits of sending direct mail is flexibility of the message. It's important to write in present tense and make the product sound easy. The recipient should get an image that he doesn't need to do anything, because the product will do it for him. The company can vary the message sent according to what they know about the customers and also use personalized printing techniques to add an extra impact. Recent studies show that the direct mail can be opened because of the looks of packaging. (Thomas & Housden 2002, 139-141)

There are many books on the market offering advices for the successful mailing campaign, for example: *Direct Marketing in practice* by Thomas & Housden and *Common sense direct & digital marketing* by Bird. The company can also decide to use an advertising agency that can make all of the designs and the content of the campaign. It is recommended to use professional help, for example from consultant and advertisement agencies when implementing the first direct mailing to potential customers. It may seem like a waste of money, but the professionals tend to know more about the needed things than the company itself. The company has to use the most cost-effective way offered to do the sending. The co-operative mailing is getting more and more used because of the countries postal rates. It may be more cost-efficient to send the direct mail from another country, in which the postal rates are lower than from the home country. The company can also get an offer from the advertisement agency if it has the mailing possibilities. (Thomas & Housden 2002, 139-141; Bird 2007, 383)

4 Conducting the direct mailing

The beginning of the project was not easy, as there were so many things needed to be cleared out first with the entrepreneur Kai Malmgren and Neste Oil. The entrepreneur has a lot of ongoing projects, so finding time to supply the author all of the needed materials and information's wasn't an easy task in the beginning. The project was started by having a meeting with representatives from Neste Oil and making the decisions about the customer acquisition and its implementation. After the first meeting the author got more clear understanding of what the commissioning parties wanted to be done towards the campaign.

4.1 Targeting company customers

The idea was to send a direct mail to companies in the nearby areas who have Neste Oil's Company card in use. This targeting was made so that the project could be done quite quickly and without troubles in negotiation for getting the new Company cards to potential customers. In Finland the decision making in the companies can take a long time, so if the targeted customer would have, for example, a Shell Company card, it would not be an easy task to convince them switching to Neste Oil's Company cards. This targeting was also affected by the fact that the project wasn't done solely to benefit Neste Oil as a company, not to acquire them new customers. The customer acquisition supposed to be to Neste Oil K-market Malmi and its entrepreneur. Neste Oil would also benefit from the project, because if this model worked and the new customers were acquired, Neste Oil could make their own campaign based on this one, targeting companies that don't yet have their Company card and also distribute this thesis to other Neste Oils gas stations around the Finland.

Neste Oil's representatives were so kind to offer their help and their client database. The database could only be used by persons working at Neste Oil; they couldn't sell or give away their client information to another party. The decision was made that the author will have a contact person who will manage the database and send the mailings to the companies in the name of Neste Oil. After the company customers were targeted, a list of nearby zip codes of areas was needed, so that the contact person could run the codes through their existing customer database and by that select the companies to whom mailings will go. The zip code areas were narrowed so that the mailing won't affect any other nearby Neste Oil K-markets and their potential new customers. The author e-mailed zip code list of nearby areas to a contact person, who narrowed it, so this acquisition won't affect any other Neste Oil stations and their potential customers. After crossing the zip codes in the customer database there were 450 companies in the nearby area who have Neste Oil's Company card in use and to whom the mailings would be sent.

(Meeting with Neste Oil representatives, 15.3.2013)

4.2 Making of the advertisement

The entrepreneur Kai Malmgren offered the possibility to use an advertising agency with whom he had made co-operation in the past. Media M1 is a medium sized advertising agency located in Jyväskylä. The agency has made a lot of campaigns and printed materials to Ruokakesko Oy and it also serves individual entrepreneurs of Kesko. As in earlier chapters mentioned Neste Oil K-market Malmi has sent many direct mailings to private customers with different discounts coupons on the car washes. All of the previous mailings have been done by Media M1. The company have made the printed material and sent it straight to the targeted customer group. This time Media M1 would do only the advertisement and Neste Oil will send it in its own name to the targeted companies.

Making the advertisement started with a briefing, to the media designer of the company by an email, about main things that should be included in the mail:

- We offer your company to make most of our fast, modern and queue-free wash-street
- Come to discuss the opportunities, that we can offer to your company
- You can book easily time by calling XXX or sending an e-mail to XXX
- Do not waste your or your employees time in car wash queues
- Save money by centralizing fuelling and washing the vehicles under the same roof
- We can offer you a benefit by giving a discount from our washing services and also from Neste Oil lubricants and chemicals

These were the main elements of which the media designer started to make the offer to be sent by mail. These elements were decided by the entrepreneur, Neste Oil's representative and the author. The entrepreneur thought that the header of advertisement should raise the recipients' interest immediately, and that's why the bold and big font was selected. First line after heading "Make an appointment and come to test the car wash for free" was decided in the last version of the advertisement. It supposed to attract readers by clear statement and tempting offer to wash the car for free of charge.

Neste Oil's representatives pointed out that the sentences should be short, because they are easier to read and understand. It was decided to use only 3 bullet points to convey the most important facts for the recipient and to make the advertisement more compact. The content of bullet points was decided by the entrepreneur and his vision of what the advertisement should state to the recipient. The representative of Neste Oil and the author had many e-mail conversations during the progress of making an advertisement.

It was decided that a free coffee pack will be included in the ad, because Finns drink a lot of coffee and the "free gift" may attract some of the potential customers. This decision was made based on stimulation strategy introduced in previous chapter. As stated by Bird (2007, 303) "Offers serve three purposes: first to get people interested enough to read; second to get them eager to respond. The third reason why incentives work is that they give people an excuse, assuaging their guilt about buying." Eventually the advertisement presented the recipient two offers; free car wash and free gift. The media designer was given free hands to include few other sentences in the advertisement, like "We have inclusive selection of Neste Oil's chemicals and lubricants".

Because of the previously made campaigns the media designer already had a functional design made from Neste Oil's and Kesko's color theme and other requirements. The bottom of the advertisement included necessary information about the sender; address and phone number. Also the pictures and logos in the bottom of the advertisement are required by Kesko. It took about five different versions, before the final one was approved by Neste Oil representatives and the entrepreneur. Using the company Media M1 was the right decision from the entrepreneur. The advertisement could have been made by the author, but it wouldn't have been as professionally made. If the author would have done the advertisement it would have saved some money, but the overall expenses of this project were so low, that it was possible to use the advertisement agency. The final version of the advertisement will be included in the attachments of this thesis.

(E-mail corresponding with Neste Oil's representative during March 2013, Interview with the entrepreneur March 2013)

4.3 Sending the direct mail

The direct mail was sent to 450 companies located near the Malmi area which had Neste Oil's Company cards in their use. This targeting procedure was explained in more details in paragraph 4.2. Neste Oil offered the author the possibility of them sending the advertisement, because a lot of the companies have refused giving their information to the third party for advertisement purposes. This privacy policy is often used in Finland. The contact person of Neste Oil told that the advertisement will be within the three days at the companies from the mailing and that it would be done in Neste Oil's name. The advertisement was sent on 29th of March and the author was informed by an e-mail two days prior to the sending. The author had to rely on the Neste Oil's representatives words about sending the advertisement to all of the companies. It was also a shame that the author didn't see in what kind of envelope the advertisement was sent and to who it was addressed in those companies. As it was stated in the theory parts paragraph 3.2.3 the looks of the packaging can be one reason to open the envelope and right addressing was another.

It was estimated that around ten percent of the recipients will contact the author about the made proposition. This estimation was made by the entrepreneur, who has sent previously many direct mailing to privet customers. Those mailings have attracted about twenty percent of recipients, to wash their car with a discount coupon. Because this mailing was sent to different customer group the estimation was dropped by half, to ten percent, so it should attract 45 companies to contact the author. The entrepreneur was aiming to gain new customers from half of those estimated contacts. The ideal situation would be that the entrepreneur will get twenty new company customers. Those suggested numbers were quite high for a first customer acquisition. Still the entrepreneur thought that the numbers could easily come true, because of such narrowed targeting. The next chapter will introduce the amount of contacts made and how many new company customers were acquired.

Before sending the advertisement the author had to ensure that everything from answering to the phone to making appointments will go smoothly and without delays for the contacting customers. The entrepreneur decided that the author would have the possibility to answer the calls from the customers and also to arrange meetings during her working hours. The partnership agreement was drawn for the purposes of monitoring the customers. It will be made for a fixed time. Short before the agreement would end the new meeting could be arranged for checking if the amount of car washes used is fulfilled, so then the company can renew the contract. The agreement contains customers and contacts, the amount of negotiated discount and who can use the discount in the company. In the agreement was written that it isn't binding and both parties can end it by informing another one beforehand. The drawn agreement will be in attachments of this thesis. Other preparations were also made before sending the advertisement. It was decided that the company would have two possibilities to pay for car wash, either paying straight away or leaving one Company card to the register for their use. After making the contact the company will give info for their employees how to use our car wash.

New "shortcuts" will be made to cash registers, for every customer. So if MR XX wants to buy the car wash, he will come to register and tell which wash he wants to have and then tell his company's name. Sales person will enter the wanted wash to the register and then press the discount button, which opens all of the existing discount groups. After pressing the company's name MR XX will pay a discount price for his car wash. Other offered option to the customer will be that K-market Malmi will obtain the Neste Oil Company card and sell the washes to those employees, who will have the permissions from the employer. For example, if MR XX is working in a company Y and he wants to wash his car. He will need to show his ID before the sales person will take Company's card and pay with it. The company's representative will give the list of persons who have the permission to use the card. After paying MR XX will sign both of the receipts, one of them will be for K-market Malmi and other would be stored for the company's representative, who will pick up their receipts ex. every month, for their own control.

(Interview with the entrepreneur Kai Malmgren, March 2013)

5 The Results

After the mailings were sent to the targeted customers it was time to wait for the potential customers to contact the given phone number or e-mail address. All of the meetings will be arranged at K-market store and at the beginning the contacted person can wash the car for free. Free wash will be given so that the person can test the wash-street and make the first impression of it. The first impression is important especially if the person has never used the wash-street before. In paragraph 3.1.1 was stated basic customer acquisition strategies, which included a persuasion strategy. It tracks down the company's capabilities to fulfill customers' expectations and needs. The content of the advertisement made recipients to build their own expectations about the wash-street services. After washing the car it would be easier to fulfill those risen expectations and the discussion about the result of the wash would be a good topic to start the negotiation about the services that could be provided to the company.

The discount percentage will depend on the amount of cars the company have and how frequently they will use the wash-street. If a company has 5 cars and they wash them at least once a week, the discount could be 20 percent for every car wash. As stated in paragraph 2.4 about Neste Oil K-market Malmi the profit margins of a car wash are above 30 percent after all costs. The discount percentage was calculated by the entrepreneur. These calculations were based on costs and needed profit margins to benefit from selling car washes at the discount price. The discount would not be offered to companies which have only one car and wash it when it's very dirty, because this just wouldn't bring enough benefit for the entrepreneur. The company can also get a percentage discount on Neste Oil's own lubricants and chemicals, and it would be around 10 percent. This decision was originally proposed by representative of Neste Oil. There is another company, Tarvikeyhtymä that manufactures their own range of car chemicals called Carlake. These products are a bit cheaper than similar products of Neste Oil. Giving the percentage discount to the companies will guarantee better sale figures and more visibility for Neste Oil's own products.

First call came few days later and the meeting date was set up. The company was a driving school located in Malmi. The owner came to the meeting with a positive attitude; he had never used wash-street before and was very pleased to receive an offer from us. Previously he and he's employees have queued to a regular car wash in another Neste Oil station. The company had 3 cars, which were all used for a teaching purpose and got very dirty, because of all the driving during the day in different weather conditions. The wash-street made a good impression on the customer and he was excited about the fact that they won't need to spend time on queuing. So he had acknowledged the unique selling proposition offered by K-market Malmi and its wash-street services. The company was offered a 20 per cent discount on any chosen car washes and 10 per cent discount on Neste Oil's lubricants and chemicals, which was suggested by Neste Oil's representatives. It was agreed that the instructors will wash their cars as often as needed with their own Neste Oil's Company cards. The partnership agreement was drawn for acquiring contact information of the company.

Next contact was from a property maintenance company, which had 4 cars in use. The company's owner told that he had only one Neste Oil Company card, because he didn't trust his employees so much to order them their own ones. So it was suggested to the owner to order a new Company card which will be held at the register. The owner could draw a list of his employees and leave it with the card, so that every time the employee fuels or washes car, he tells the company's name at the register and show own ID. After that the services will be charged from the card. The owner of the company was very pleased about the offer and decided to do as suggested. The discount percentage was offered to be 20 percent on any chosen wash and 10 percent discount on Neste Oil's lubricants and chemicals.

The third contact was made by an elevator repair company located in the near industry area called Tattarisuo. The meeting was arranged and the company's representative tried wash-street for the first time. The company has 5 own cars and its subcontractors 8 cars. It was agreed that also those 8 cars could use the wash-street services at discount price. This partnership agreement was by far the biggest one; the company had 13 cars in use.

It still wasn't sure how often those cars would be washed so the given discount percentage was only 20 percent the same, that was offered to other smaller companies too. With this company it was negotiated that the agreement will be checked again in September so if the cars will be washed frequently, the percentage will rise to 30 from the original 20.

Besides these three examples about 20 phone calls were received from companies' representative, which is relatively small amount, if considered that the advertisement was sent to 450 companies. The entrepreneur was aiming to acquire new corporate customers by conducting this campaign and the estimation of the response to the mailing was set to be ten percent, which would have been 45 contacts. All of the contacts were made by phone calls and within a week from first contact. After a week there were no more contacts made. It was interesting to see that none of the companies made the contact thought the e-mail. Authors e-mail address was given in the advertisement for second option to make a contact.

Some of the contacts were made just because the free wash was offered. Few persons called and made very clear that they just want to come and wash the car for free and didn't have time to negotiate on any kind of discounts or other provided services. To these people were told that the free car wash includes a conversation about provided services and can't be just used without it. So naturally those customers never made a meeting appointment and partnership agreement wasn't offered to them. Other contacts were made by entrepreneurs who were working alone in their companies. It was quite hard to explain to them, that the offer and discount can't be made for them if their car washing habit was not frequent. One person even said that he washes his car maybe twice a year, but it would be nice to get a proper discount on those washes. Offering any kind of discounts to those kinds of customers would not be beneficial to the company, because they just won't bring as much money as needed from a loyal user of the wash-street. Neste Oil K-market Malmi still has many companies using the services in a daily bases without any given discounts.

The lack of contacts was quite frustrating because the made estimations were much higher for this project to succeed in customer acquisition for Neste Oil K-market Malmi. As mentioned earlier, it was estimated that there will be about 45 contacts and half of them would negotiate the partnership agreement. In the whole process only 5 partnership agreements were made, out of the 23 contacts. These agreements were made in April, so now it has been almost four months from the signing the agreements. After monitoring the washing habit of these companies, who made the partnership agreement, only two of them have used the car wash frequently enough. Those companies were the first presented examples in this chapter. The companies have been using the wash-street many times a week and also have utilized the discounts on chemicals and lubricants.

Other three companies weren't using the wash-street as often as was discussed in the meetings. The third example company given in this chapter didn't use the wash-street at all. None of the companies 13 cars have been washed in four month time. Soon it will be time to meet up again with the companies' representatives and end the partnership agreement with three of the five companies.

It was especially disappointing that only two of the 450 companies use the offered wash-street services. The entrepreneur was still quite happy about the amount of contacts made, because the advertisement still activated few recipients. The conclusion part will think about corrections that could be made for the next customer acquisition project.

6 The Conclusion

Now after the project it is time to review the theory and decide based on the facts was the project successful or not to the commissioning party. Customer acquisition and direct marketing were two of the key words in this thesis. This part refers to them strongly when observing the outcome of the project. As in previous chapter was mentioned the project acquired only two new beneficial company customer to K-market Malmi out of 450 companies which supposedly received the mailed advertisement.

6.1 Observations and learning's

The main reason to do this procedural thesis was to acquire new regular customers to Neste Oil K-market Malmi and to benefit the entrepreneur by increasing sale figures of wash-street services. As it was mentioned in paragraph 4.3 the ideal situation to the entrepreneur by his own calculations would be to get 20 new company customers from at least 45 contacts. Previous chapter presented the actual figures, which were 23 contacts and only 5 made partnership agreements. Those figures are half of the entrepreneurs estimated calculations.

The customer acquisition was one of the theoretical parts topics and it pointed out strategies which can be used in an effective way to acquire the new customers. The part also shows if the company should even concentrate on customer acquisition. The whole project was based on the facts that the Neste Oil K-market Malmi doesn't have many regular customers and it has less profitable customers than could be acquired by doing the project. A stimulation strategy was used in the advertisement which offered customer's incitement to enter into a relationship with the company by using special offer. This advertisements special offer was that the person could try the wash-street for free of charge and also to get a free coffee pack. The customer retention strategy should be used to those acquired customers to keep them satisfied. In this situation the retention strategy won't be used properly, because there wasn't enough acquired customers to benefit from this strategy. The retention strategy will be useful in the next successful customer acquisition. (Bruhn 2003, 107-109)

Direct marketing theory referred to customer targeting, planning and sending the direct mail to the companies. As stated in paragraph 3.2.3, the targeting was made to benefit the entrepreneur and to ease the pressure of negotiating new Company cards to Neste Oil's favor, who wasn't the commissioning party. Maybe the targeting should have been done more precisely, by for example eliminating all companies with only one Company card in use or with only one car in use.

In the application form for Company card is a question referring to amount of cars used in the company, so supposedly Neste Oil could have narrowed the targeted group by these mentioned definitions. Also the areas of zip codes given to cross with Neste Oil's customer database should have been more precise. Some of the mailings may have been sent to companies located too far from the K-market Malmi, so that the recipients thought the benefits won't cover the cost of driving further from their own nearest station. (Thomas & Housden 2002, 139-141)

This direct mailing campaign may have lacked the planning. As stated in paragraph 3.2.1, the planning should use word SMART, as: specific, measurable, achievable, realistic and timed. The easiest choice would just blame the advertising agency Media M1 for making a bad job with the advertisement, but it wasn't the case. The advertisement was specific; it referred to the USP of the company, to things like saving time and money. Those two words should raise the interest, because they are important to the companies. As mentioned in paragraph 4.2 the advertisement was made by instructions given from the entrepreneur. The advertising itself was very clear and easily understandable, which made a statement and used all required elements of a good advertisement, like bold heading and short sentences. Next time the advertisement can be made more attractive, by using maybe a new innovative approach, to catch the reader's interest, which then could result a better contact rate. Timing of sending the mail may have not been the best one, because the most lucrative washing season was over when the snow was already melted and the cars were in quite good condition. It was pointed out in the theory part that timing matters and it's important to target the best time to sell the product or service.

Neste Oil K-market's USP was to offer customers queue free and fast wash-street services. The unique part of it was the time, because old, conventional car washes take quite a time. It may take up to 15 minutes to wash one car and other persons have to wait the whole time queuing, for example if there are 4 cars in the queue it may take over 40 minutes of waiting for the last car to even get in car wash.

However this RoboJet wash-street has a capacity to wash three cars at the same time, it takes a new car inside every 2 minutes, so there typically isn't any queue or at least it doesn't take more than a few minutes to get inside. Now it's time to think whether or not this was a unique enough proposition to the companies, which received the advertisement. Judging by the results of the project it wasn't unique enough or maybe it wasn't appreciated enough. The advertisement which was sent to the targeted customers was using benefit-focused USP approach; it highlighted the benefits of using the offered service. None of the nearby gas stations, including Neste Oil's own ones, offers this kind of wash-street services. (Bird 2007, 80-86)

In the first meeting with the Neste Oil's representatives and the entrepreneur was decided unanimously to implement the project by sending the direct mail to targeted companies. The author brought a possibility of sending the advertisement through an e-mail, but the idea was rejected. The rejection was based on the fact that Neste Oil doesn't require companies to state their e-mail address in the Company Card application. Neste Oil's representatives couldn't guarantee as broad e-mail address database as the conventional street address one. After rejecting the e-mail advertisement there was no more discussion about any other possible direct marketing channels that could be used. (Meeting with Neste Oil representatives, 15.3.2013)

Using a direct marketing channel supposed to be the right way to implement the project. Sending an advertisement through the mail may have been too conventional and old-fashioned of nowadays marketing forms. Can it be that the companies don't even open letters if they think it is an advertisement of something, or they open it and without even looking throw it away? One possibility was that the mailing wasn't addressed to the right persons of the companies, who would have been interested in the offer. Anything can be possible in this modern world, which is full of boundary breaking innovative advertisements coming through all possible marketing channels. Maybe the advertisement should have been sent via e-mail to those same companies, because all modern companies definitely have an e-mail address in use. There could be a chance that the advertisement would go straight to junk mail, but sending via e-mail would still lower the costs of the customer acquisition and it may be worth taking the chance.

It is known that the direct marketing continues to become more and more Web orientated and the Internet marketing is gaining a big share of the whole direct marketing spending and sales. It is worth thinking if the next customer acquisition should utilize somehow that fast growing Internet marketing approach or even a Social Media.

Overall the project didn't succeed very well and after analyzing its process, it is fair to say that the commissioning party didn't benefit from it almost at all, if the learning outcome isn't counted in. Of course every customer matters, but in this case the estimations and hopes were much higher. The good thing about this project was the cooperation with Neste Oil, because it lowered the costs of acquiring new customers and made reaching the targeted customers a lot easier. This time the commissioning party's expenses were only from an advertisement agency. It was shame that the project didn't succeed well enough, because Neste Oil had put a lot of time and money to it, and it was supposed to benefit them also.

If the commissioning party will want to do the next customer acquisition and achieve benefits from new customers, it should plan the acquisition more carefully, use more specific customer targeting and maybe try to use more modern direct marketing platforms.

6.2 Self-assessment

This thesis project was very topical for Neste Oil K-market Malmi and also very interesting for me as I am a Shop Manager in the company. During the project I learned a lot new things regarding direct marketing and implementing an advertisement campaign. The customer acquisition was quite unfamiliar to me in the beginning of making this thesis. It was interesting to experience the challenges faced in the execution of customer acquisition and usage of the direct mailing campaign.

Making of the thesis should have been started over a year ago. There were many ups and downs before the project could have been started. Some of the faults were in me and some in the slowness of other parties involved in the project.

It was also hard to set up a meeting with Neste Oil's representatives, because they are currently working in another city called Turku. They were willing to meet only when they had also other things to do in Helsinki and that is of course understandable.

We missed the best car washing season in April, because I was promoted to a Shop Manager and my responsibilities grew in overnight, so I couldn't properly focus on making the project and writing the thesis.

After all I am a bit disappointed in myself, because I feel like I haven't given all hundred percent to the campaign and background researches. I may have made some bad decisions and used shortcuts to just finish the project out of the way.. I'm still pleased that Kai Malmgren, entrepreneur of the K-market, was happy that the project was made. He didn't feel that it was made poorly or in a hurry. He made the decision on not continuing the corporate customer acquisition, based on these results, and focusing more on private customers at least for now. So this project eased the mind of the entrepreneur, because the main idea was tested and proved not to be suitable for Neste Oil K-market Malmi.

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Appendices

Appendix 1: Advertisement for direct mailing

Juuri nyt autosi kaipaa pesua!

Sovi aika tapaamiseen ja tule testaamaan
pesukatuamme veloituksetta.

Tarjoamme auton puhtaan lopputuloksen kunniaksi pullakahvit
ja samalla kuulemme mielellämme näkemyksiäsi siitä, millaisia
palveluita voimme Sinun yrityksellesi tarjota.

Tarjoamme yrityksellesi:

- Räätelöityjä tarjouksia mm. laadukkaista pesui-
tamme, Neste Oil -voiteluaineista ja -kemikaaleista.
- Keskittämällä tankkaus- ja pesupalvelut
saman katon alle - säästää selvää rahaa
- Huippunopea ja laadukas pesukatuamme palvelee
ilman jonoja vuoden jokaisena päivänä!

Sovi tapaaminen:

Meiltä löydät kattavan
valikoiman Neste Oil
tuotteita, kuten kemi-
kaaleja ja voiteluaineita,
jotka edesauttavat
autosi puhtaanapitoa

Tarjoamme ILMAISEKSI
jokaisen sovitun
tapaamisen yhteydessä:
PAULIG JUHLA MOKKA
KAHVIPAKETIN 500 g

Yhden pysähdysten taktiikka.

Neste Oil K-market Malmi
Pihlajamäentie 37, 00700 Helsinki
Puh. (09) 387 2377
kai.malmgren@k-market.com

Palvelemme
ma-pe 6-24 ja la-su 8-24

QUICKwash
Puhtain auto

VEIKKAUS

Sibylla

**NESTE OIL
K MARKET**

Appendix 2: The partnership agreement

Yhteistyösopimus

K-Market Liikenne Malmi

Yhteyshenkilö

Osoite

Postinumero

Puhelinnumero

Sähköpostiosoite

Yhteyshenkilö

Osoite

Postinumero

Puhelinnumero

Sähköpostiosoite

Sopimus

Kai Malmgren Oy, K-market liikenne Malmi tarjoaa yllä mainitulle yritykselle seuraavan yhteistyösopimuksen:

Yrityksen automäärä:

Pesujen alennusprosentti:

Sallitut pesut:

Autokemikaalien alennusprosentti:

Maksutavat:

Sopimuksen uudelleen tarkastaminen:

Ehdot

Tämä yhteistyösopimus ei ole sitova. Sopimus voidaan purkaa molemmilta tahoilta ilmoittamalla asiasta toiselle osapuolelle.

Asiakas päättää sallitut pesut ja niiden maksutavan (kortti, käteinen yms.).

Asiakkaalle voidaan halutessa tilata yksi ylimääräinen Neste Oilin kortti, jota voidaan säilyttää Malmin Nesteellä.

Autokemikaali alennus koskee ainoastaan Neste Oilin voiteluaineita ja kemikaaleja.

Allekirjoitus ja nimen selvennys

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