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Study and analysis of how to optimize marketing & sales of a b-to-b company for the target group (case Green Fortune Plantwall Oy)

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1 Abstract

Study and analysis of how to optimize the marketing & sales strategy of a b-to-b company for the target group (Case: Green Fortune Plantwall Oy).

This thesis is a case study of Green Fortune Plantwall Oy. The objective of this thesis is to study and analyze how to optimize the current marketing and sales strategy of a small b-to-b company for its target group (i.e. architects and interior designers).

Extensive research methods were used to understand the current marketing efforts of the company and to be able to compare the current strategies to the improvements recommended by academic framework.

A web survey (sent to 319 participant) was conducted to the case company's target group in order to get customer-oriented views on the overall marketing of the product. The survey focused on brand awareness, demand, future visions, and obstacles related to Plantwall product. It also focused on discovering the features of Plantwall product that the target group values the most.

The founder of Green Fortune in Sweden, Johan Svensson and the CEO of the Finnish subsidiary Heikki Kauppila were interviewed. These interviews provided insight of the company's past, current, and future marketing and sales strategies. Data was then compared with academic framework the survey results.

Based on the literature reviews, surveys, and interviews analyzed, the author was able to form several conclusions and improvement suggestions for the company, all findings are presented in chapter six. Findings of this thesis should help Green Fortune Oy to form a reliable and more optimized marketing and sales strategy for the future.

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1 Introduction

The Introduction- chapter explains the research objective and methods used to reach them. The structure of the thesis is described and at the end of the chapter 1, reader understands the main objective of the thesis and has better ability to follow the thesis.

This thesis is valuable research for any reader interested in marketing in a small company. This research will give a great insight of a recently new company with innovative product with lot of market potential, but limited resources. Challenging the existing way of conducting business will be presented in a customer- oriented way suitable for any small company. In this study Green Fortune Plantwall Oy is used as a case.

1.1 Research objective and methods

The aim of this thesis is to study and research the awareness of the product, customer behaviour, and therefore to enhance the sales of this particular product in b- to- b market with multiple buyers. This thesis analyzes the marketing & sales strategy of a b-to-b company in order to provide recommendations based on academic research. The current marketing strategy will be analyzed and challenged, by the results of interviews, surveys as well as theory. Recommendations based on academic research will be provided in the Managerial implementations chapter.

In order to analyse, and challenge the current situation, three measures are used. First, the necessary information related to the product and the business is reviewed. The history of the Plantwall, as well as its business model, are carefully described in order to provide the reader with the necessary background information that is vital for the understanding of the research.

Second, a web survey and personal interviews are conducted so that the voice of the target group, as well as the voice of the product provider is clearly stated. The results from the survey, as well as the thoughts from the interviews will be carefully analysed.

Finally, theoretical support will be used to form a full understanding of the customer behavior. Based on the collected data and theoretical research, the most effective marketing strategy will be formed. As an end result, the findings of this research can be



directly used to improve the marketing projects and sales of Green Fortune Finland as well as in other countries where Green Fortune operates, taking in to consideration the differences in the markets.

1.2 Structure of the thesis

This thesis is divided into eight chapters including references and appendix. Chapter introduction chapter discusses the thesis and the topic in general by explaining the background, objectives, methods, and the structure of the research.

Chapter 2 provides the reader with a clear understanding of the product and the company, Green Fortune, behind it. It also explains the business model, pricing, and the distribution channel relevant to the product.

Chapter 3 introduces theoretical framework relevant to the thesis and SWOT- analysis of Green Fortune Plantwall Oy.

Chapter 4 introduces the conducted survey and analyses the outcomes of it. It also includes interviews of both parties (provider and target group) that are carefully reviewed and analysed.

Chapter 5 describes the current marketing methods to reach the target group. The different efforts are presented and evaluated individually.

Chapter 6 summarises the research and presents the main findings. Based on the results a new improved marketing & sales model will be presented. Topics for future research will be presented at the end of chapter 6.

The last two chapters consists the references (Chapter 7) and the appendix sections(Chapter 8).

2 Green Fortune Finland

This second chapter will take a closer look at the Plantwall itself and the company Green Fortune behind it. It will provide the reader with a full understanding of the product, the history of it, and the business model of the company while aiming to grow sales internationally.

2.1 Product

Plantwall is a new way of utilizing vertical space in urban environments where horizontal space is limited. The concept has been created by Johan Svensson and Hans Andersson of Green Fortune Ab in Sweden. The idea is to provide new opportunities to replace traditional wall-papers and paints with living plants. These Plantwalls are self-sufficient concentrations of hundreds, in some cases, thousands of plants that cover larger areas of the wall space (over 10m²). Plantwalls are primarily used as an architectural element in office and public spaces.

As mentioned the Plantwalls are self-sufficient. The automatic watering and nutrition system allows the Plantwalls to grow and remain in a natural growth state around the year. The Plantwalls are also equipped with a suitable lighting, equivalent to natural sunlight, and therefore Plantwalls can be built into spaces that even lack natural sunlight totally.

A Plantwall is a turnkey solution for companies, and therefore it is sold with a maintenance contract. In practice this means that the maintenance crew will take care of the wall and the buyer does not have to make an effort to sustain the perfect state of the plants, watering or lights. This is also a way to assure that the Plantwalls are always in an ideal condition, which is crucial for the company's reputation due to the fact that the walls are often in public and visible locations, such as in shopping malls.

Each Plantwall is custom made to satisfy the customer's needs and desires. Plantwalls can be built in any shape and form. They can be used to cover variable surfaces from normal walls to round surfaces as well. Customers can also choose plants for a wide range of different plant species. The customers can choose which types of plants they would like to have, but generally all the used plants are carefully chosen. They need to maintain their green colour all year round, they must not product pollen nor smell.



Normally the Plantwall is built in two different stages. The first stage is to build the framework, which covers the wanted area and serves as the planting base for the plants. The second stage includes creating the design and the shapes, planting, and finalizing the project. Each Plantwall has a unique layout for the plants, based on the customer's desires. According to this layout, different species of plants are planted in order to create a 3D appearance. Generally speaking, the building process is done in two stages due to the fact that most of the Plantwalls are built in new constructions and therefore there is lot of dust. The framework is built first and the space is cleaned of dust prior to planting. Usually planting takes place right before the new construction is released to the new users. The Plantwall is often the last contracted piece at the site that gives the space a finishing touch of green energy.

2.2 History of the product

Originally two Swedes, Johan Svensson and Hans Andersen invented the Plantwall-product in 2004 when they started Green Fortune Sweden. They recognized the upcoming trend and started innovating a new product for urban environments. They were able to get a well-known investor and marketing specialist Kjell Nordström to invest into their company and therefore they had better opportunities to develop their product and company. Since 2004, the operations have expanded to neighbouring countries and later to the rest of the Europe and Asia.

Today, Green Fortune offices are in Sweden, Finland, Denmark, the Netherlands, Poland, Latvia, Germany, Hungary, Estonia, Russia, China, and Japan. There are more than 300 Plantwalls in 16 different countries. There are more than 20 Plantwalls in Finland. Each country works as an independent company with its own operators. The most rapidly growing companies sales-wise are Sweden, Denmark, Finland and the Netherlands.

In Finland, Green Fortune has built Plantwalls since 2007. The CEO of Green Fortune Finland is Heikki Kauppila. Mr. Kauppila was inspired by the idea of urban cultivation in form of a Plantwall when he met Hans Anderson in Sweden.



Heikki Kauppila describes his initial reaction to the product as following: “ *After seeing the Plantwall myself, I realize how wisely “dead” spaces can be turned into energetic and vibe living spaces*”.

After conducting thorough market research, potential from the Finnish market was discovered. There was high demand for a product like this and no other company providing a similar product in the market at the time. Since the introduction of the product to the Finnish market, Green Fortune has grown steadily and it has gained bigger, as well as more visible projects with more powerful operators.

2.3 Business model

2.3.1 Pricing

As mentioned earlier, Green Fortune Plantwall is a turnkey solution and it's sold with maintenance contract, hence the price consists of two parts. The first part is the bulk sum for the Plantwall itself and the other is the monthly payment of the maintenance. The following will explain the logic behind the pricing of the Plantwall itself, as well as the monthly maintenance.

Green Fortune Plantwall is a custom made product and is always built according to the customer's needs and desires. This means the customer has a certain area of wall or other vertical surface they want to cover with a Plantwall or several Plantwalls, and therefore the price of the product is determined by the size (m²) of the Plantwall itself.

Green Fortune Plantwall Oy offers Plantwalls starting from 10m² to larger wall spaces. The pricing follows the structure of economies of scale, where the price per square meter will be lower the bigger the wall is. Ultimately the size will determine the price of the whole Plantwall.

As mentioned earlier, Green Fortune Plantwall Oy sells Plantwalls always with the maintenance. The maintenance fee is paid monthly and is based on the size of the wall, as well as the shape of the wall. The size and shape determine how long the maintenance will take, and therefore bigger and higher Plantwalls will be more expen-



sive to maintain. In some cases the maintenance has to use a lift, which adds extra costs.

2.3.2 Target group

Fortune's Plantwalls are mainly seen as an architectural product since it is permanent object in different indoor environments. Most of the Plantwalls are designed by the architects or interior designers, and then adapted into the office buildings. An architect or an interior designer has designed 90,90% of the Plantwalls built in Finland. This makes the architects and the interior designers the most important target group as well as the gatekeepers to several projects.

As stated, architects and interior designers are the main target group of the Platwalls. Green Fortune Plantwall is a high-end product that is expensive for an individual consumer, but not as expensive to the companies or other bigger organisations that might use it in their large office space as an element. Therefore, the architect and interior designer agencies must be aware of and responsible for the upcoming projects and know where this product could be used. This means that architects and interior designers need to know which organisations are about to renovate their offices or build new spaced in the near future. For an individual it would be challenging and expensive to find out details about large organizations. Luckily, architects and interior designers already are the "gate keepers" in building processes, Green Fortune Plantwall has focused its marketing to the architects and interior designers.

The role of the architects within the whole process of implementing the product into a certain office space will be described in the chapter 2.3.3. In short the important role of an architect or interior designer is to use Green Fortune's Plantwall in their projects. Since they have access to new building projects or renovations, they are important gatekeeper for Green Fortune to get involved into those projects. Marketing and communicating efficiently to these target groups is vital to Green Fortunes success, since these target groups are the ones planning these new indoor environments, therefore suggesting the owner of the real estate to have a Green Fortune Plantwall in their building.



2.3.3 Distribution channel

As mentioned earlier, 90,90% of the Plantwalls are sold through architects and interior designers, rather than to the end consumer directly. Therefore architects and interior designers are an important part of Green Fortunes distribution channel as well as sales process.

The following is an example of Green Fortune Finland's standard distribution process:

1. The distribution process starts where the architect or the interior designer agency has a project to design company X's office. Company X gives the agency guidelines and a budget to design i.e. a new lobby. According to the survey conducted by the author for this thesis, green building is a growing trend in Finland, and therefore very often the guidelines suggest plants to represent the company's green values.
2. The agency decides to add a Green Fortune Plantwall into their project. Green Fortune provides the architect agency with all the technical information about the product and the Plantwall is designed into the blueprints of the Company X's new lobby.
3. The representatives of the party who ordered the renovations (in this case company X) approve the blueprints and next the contract with Green Fortune is signed. This party can be either a company that owns the whole building and leases the office spaces forward, or then the company who is leasing the offices from the owner of the building.
4. When the contract is signed and a partial amount of the whole Plantwall is paid in advance, Green Fortune Finland orders the materials and designs the Plantwall more carefully according to the customers' preferences. In practice, this designing process includes picking the types of plants the client prefers, incorporating i.e. company's logo, or tv- screen into the Plantwall if so wished, and adding other unique details based on the customer's preferences.



5. If the Plantwall is going to be built to a newly renovated office space, it is important to build the base wall on the right place during the construction process. However, if the Plantwall has been added as an element to an already existing office (as company X wished), then the base wall can be build any time. Once the base wall has been built and the space has been cleaned from dust, the Plantwall can be planted with the living plants. This needs to be the last phase of the building process. The reason for this is that the office needs to be clean from dust in order to guarantee the plants an environment to flourish. Planting is a sensitive process that requires expertise as we are dealing with living plants that can easily be destroyed. One by one the plants are planted into the wall, forming an artistic, yet powerful vertical element.
6. When the Plantwall is finished, the customer pays the rest of the amount and this is the time when the monthly maintenance fees start.
7. From now on, Green Fortune is responsible, for the maintenance of the Plantwall.

According to the statistics and the experiences of Green Fortune Plantwall Oy, it is reasonable to distinguish architects and interior designers as the main channel of distribution. The reason why these two parties are considered as the same channel is that these parties often represent the same agencies. Most of the architect agencies also provide interior designer services on their own or are operating as network.



3 Theoretical Framework (Literature review)

This chapter covers the relevant literature to explain the target group and its needs, as well as literature explaining different methods used to reach the target group. The theoretical framework in this chapter will give support on how to optimize the marketing and sales strategy of a b-to-b company (Green Fortune Plantwall Oy) for the target group.

This chapter has been divided into three different subchapters:

The first subchapter focuses on theory related to marketing strategy. This subchapter is focusing on the theories related to marketing strategy such as: relationship marketing, multi-channel marketing strategy, market nicher strategy, corporate vertical marketing system, and branding. These theories provide the reader the relevant information regarding the marketing strategies implemented by Green Fortune Plantwall as well as the theories that will be suggested to be implemented by the company at the end of this research.

Second subchapter is focusing on theories related to customer or buyer's behaviour and its influences. This subchapter covers such theories as: buyer's behaviour, multiple buyers' influence, business buying process, as well as internal and external influences. These theories help the reader to understand the theory behind the buyers in the business buying environment as well as the influences affecting them. The business buying process is also carefully described with the internal and external influences.

The final subchapter focuses on theory related to both sales and marketing. This subchapter is focusing on finding reasons for customer justification. In other words, this means that the most important impulses that make the customer buy will be first discovered and then used, both in marketing as well as in sales.

3.1 Marketing strategy

In this subchapter marketing strategy-related theories will be presented as described in the previous page.

3.1.1 Relationship marketing

The marketing strategy of Green Fortune Finland could be described as relationship marketing where reaching long-term customer relationships, loyalty, high level of customer satisfaction, and customer retention are objectives of the marketing (Kotler, Armstrong: 2008: 387). Since the architects are the ones planning Plantwalls into their projects, hence working as gatekeepers, establishing long-term relationships with them is important. The aim is to create such a great relationship with the architects that they use Green Fortune products in several projects of theirs. Due to the nature of construction business, where projects are long and procurement processes take time, Green Fortune's marketing has focused on customer retention and raising the awareness rather than focusing on sales transaction right away (Hennig- Thuray, Hansen: 2000: 44).

The means to achieve the objective is to bring value to the customers, and therefore to maintain good level of customer satisfaction. In fact, the whole company could be described as customer-centered company due to its customized product and the heavy focus on marketing the concept rather than using heavy push- type of marketing (Male, Stocks: 1991: 105). Exceeding the customers' expectations combined with quality marketing communication is the key to good customer satisfaction (Kotler, Armstrong: 2008: 374).

3.1.2 Multi-channel marketing strategy

Multi-channel marketing defines the different channels integrated and used to support each other in terms of marketing (Marrs: 2013). In practice this simply means that there are multiple channels used to reach the customers.

Green Fortune Plantwall uses following channels in its marketing and they are divided into offline channels and online channels.

Offline Channels:

- Brochure (Direct mailing)



- Magazines (paid print advertisement)
- Trade fair
- Personal presentation

Online channels

- Website
- Search engines
- E-mail marketing
- Other portals (online articles, blogs etc.)

Customers use different channels to find products and suppliers, and the marketers should try to cover several of these in order to complete the customer journey (Kotler, Armstrong: 2008: 295). This means that the customer's journey starts from finding the product or supplier, and getting all the way end to the purchase of the product. A company, like Green Fortune should be aware of the customer journey and focus its marketing on multiple channels. Each channel i.e. paper brochure should be linked to the channel chain, where it offers the customer a possibility to have more information about the products or services so that the customer can with that information end up purchasing it.

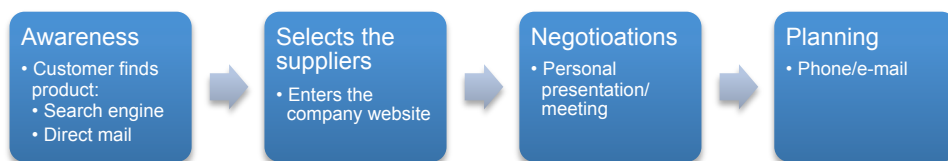


Figure 2, Customer journey through different channels

Previous graph demonstrates Green Fortune Plantwall's channel chain of its customer's mixed-mode journey, where the customers use both offline and online channels throughout the buying process (Kotler, Armstrong: 2008: 295).

As the focus of the marketing channels indicates, e-commerce or at least e-marketing is important part of Green Fortunes marketing. By e-commerce the author is referring to the activities that are done in the internet (Chaffey: 2007: 8). As the previous graph shows, Green Fortune's e-strategy is heavily focusing on the internet on search engines, as well as on website in order to provide information to the target group.

3.1.3 Market Nicher strategies

Market Nicher- term introduced in the Principles of Marketing means a company that focuses its operations or parts of it to sub segments, instead of whole market or large segments (Kotler, Armstrong: 2008: 481). In other words, this means that the company looks for a smaller segment with low competition and high growth potential, focusing its marketing and sales there, and relying on the specialization to be beneficial. In this case, Green Fortune Plantwall has targeted the green building indoors, a sub segment of overall construction business, instead of focusing on the construction business in general (Dalgic: 2005: 16).

The pros of niching strategy:

The target-market is very clear and a small company with limited resources has better opportunities to focus its marketing efforts within this consolidated target-market. There is often less competition in the target-market and still there is a lot of growth potential within it.

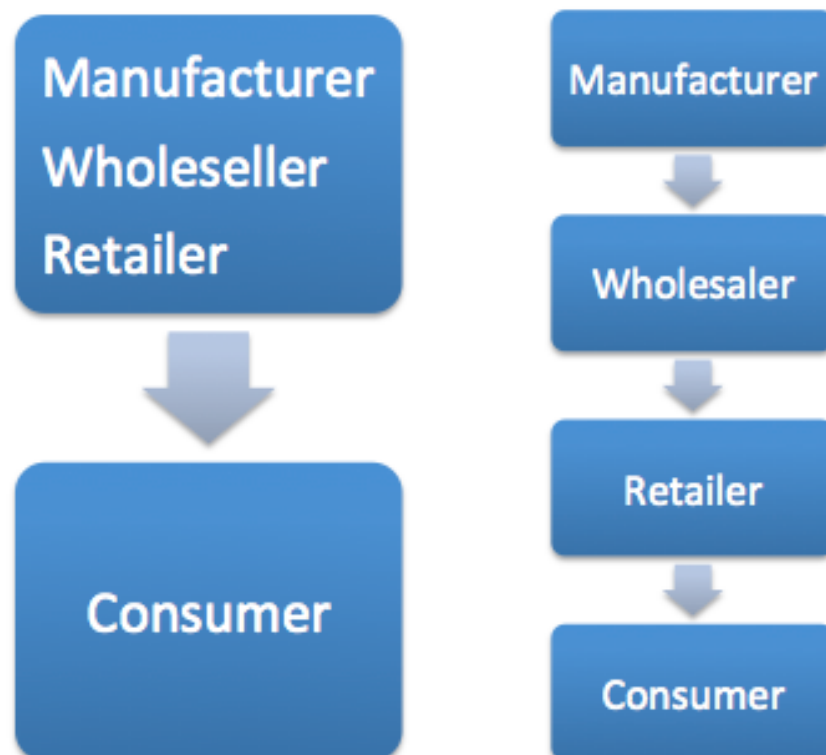
The risks of niching strategy:

The small market can dry out, especially if it's focusing on a trend. There is also possibilities that other nichers penetrate the market and therefore the smaller market isn't enough for all the operators. Often when nichers grow and the smaller market shows its full potential, bigger operators may decide to operate in that market as well. Small companies with limited resources will have hard time to compete with bigger companies, and therefore very often these "Niching companies" are focusing on several niches in case some of the niches will lose its potential (Dalgic: 2006: 22).



3.1.4 Corporate Vertical Marketing System/ Disintermediation structure

Green Fortune's marketing system can be described as corporate vertical marketing system or disintermediation structure. Vertical marketing system (Corporate VMS) means that the different channel members: producer, wholesaler, and retailer are working as unified system (Kotler, Armstrong: 1991: 405). In other words this means that the parent company in Sweden is producing the products and then Green Fortune Plantwall Oy in Finland is working as wholesaler and retailer, selling the products to the customers. The fact that the parent company owns part of the Finnish subsidiary determines that the Green Fortune Plantwall Oy is a corporate Vertical Marketing System. This changes the nature of marketing in general, therefore the company needs to target its sales towards the end customers. The situation would be different if the company was working only as the wholesaler.



Corporate VMS on the left, compared to the conventional marketing channel

Figure 3, Green Fortune's corporate VMS on the left compared to the conventional channel

3.1.5 Branding

Before explaining the deeper theory on the brands, it is important to distinguish the term brand from the term product. According to the book *Foundations of Marketing*, the product is not just a tangible item such as a watch, but much broader when it comes to marketing terms (Fahy, Jobber: 2012: 143). Products have tangible and intangible features and therefore as Fahy and Jobber state: “any form of value that is offered in exchange for money, votes or time is a product” (Fahy, Jobber: 2012: 142).

The definition of the term brand, is often mistaken fully or partially for the term product. Brand identities allow items to distinguish the offering of one company from those of others in a competitive environment (Robin: 1978: 211). In other words, in modern day’s competitive markets the products and services are relatively similar when it comes to the features, therefore the importance of the association of the brand increases as it brings the value to the customer. One might say that branding is the fact that differentiates a product or service from similar competitors in the market.

3.1.5.1 Sustainability and branding

In modern world where such terms as green values, sustainability, and social responsibility are becoming more and more popular, branding one’s company can be a good decision for businesses (Green Market Oracle: 2014). According to a study conducted by UC Davies Graduate School of Management, companies that published voluntarily their greenhouse gas emissions and carbon reduction strategies saw an unusual rise in their stocks only three days after they released their emission reports (UC Davis, Graduate School of Management: 2014). Therefore it is safe to say that the openness and so called “green values” are seen as positive trends today. This is something that the company should take into consideration when creating content to its marketing materials.

3.1.5.2 Benefits of branding for the company

After distinguishing the term brand it is important to understand the benefits for the company it brings, and the actual reasons for building a strong brand. Although building



a brand is expensive, time consuming, and often difficult, the benefits will be worth it (Kotler, Armstrong:1991: 293).

Building a strong brand brings value to the company in terms of finance. There are several cases where the brand name itself is worth many times the company's cash flow (Kotler, Armstrong: 1991: 292).

Consumer preferences and perceptions are strongly affected by strong brands. These factors often leads to so-called brand loyalty, where a customer prefers a product of a certain brand, although there would be similar or even identical products at the market by other companies. In some cases customers are willing to pay higher price of a product of a certain brand. When it comes to Green Fortune Plantwalls, the strong perceptions of the first company in the Finnish market with the most experience is very important in order to appear reliable in the eyes of the customers.

Top of mind awareness means that a certain brand comes to customers mind first is the holy grail of brand building. As Heikki Kauppila stated in his interview, Green Fortune Plantwall wants the target group to associate its brand with the green building before any other brands in the market.

As the first operator of such products in the Finnish market, the strong brand helps the company to maintain its leading position in the business and this also creates barriers for the competitors. As the Foundations of Marketing states, even better products can be insufficient to claim the market leading position when competing with stronger brand (Fahy, Jobber: 2012: 146).

Stronger brands often are more expensive due to the value added by the brand. Strong brands are associated with premium products and premium prices. The strong brand helps the company to stay out of the price competition for longer and therefore the company is able to maintain its profitability level for longer period of time.

The core brand of Green Fortune is the Plantwall, but strong brand and the positive perceptions of it can be used for leveraging it to brand extensions. Green Fortune Plantwall has another products waiting to be introduced to the Finnish market when the time is right. Therefore it is critical to create a strong brand before introducing brand extension to the market successfully.



3.1.5.3 *Benefits for the customers*

Brands are source of information and through its marketing communication it can provide customers information about its products. When it comes to a product such as Plantwall that has several technical aspects to it, it is extremely important to discover efficient channels of communication between the company and the customers in order to effectively provide the relevant information of the product to then end user (Robin: 1978: 106).

When it comes to products like Plantwall, there are always functional risks that the customers are considering. Therefore strong brand reduces risk in the eyes of the consumers since there is positive experience in the past, even by other customers.

If top of the mind awareness has been achieved, the purchase decision is more likely to happen. The customer will most likely choose a brand one thinks is the most reliable. Especially when it comes to high-end products such as Green Fortune Plantwall, the target group is more likely to choose the most reliable product in the market, in order to appear more professional to their clients as well. The product life cycle is also long (exceeding 10 years) hence the product needs to be reliable.

According to the survey, many of the members of the target group associate Green Fortune Plantwall to the green values. There is also ethical value added to the customer, when they purchase the product that has a brand associated with similar values. Therefore it is important for the company to build a strong brand that clearly has similar values to those its customers value.

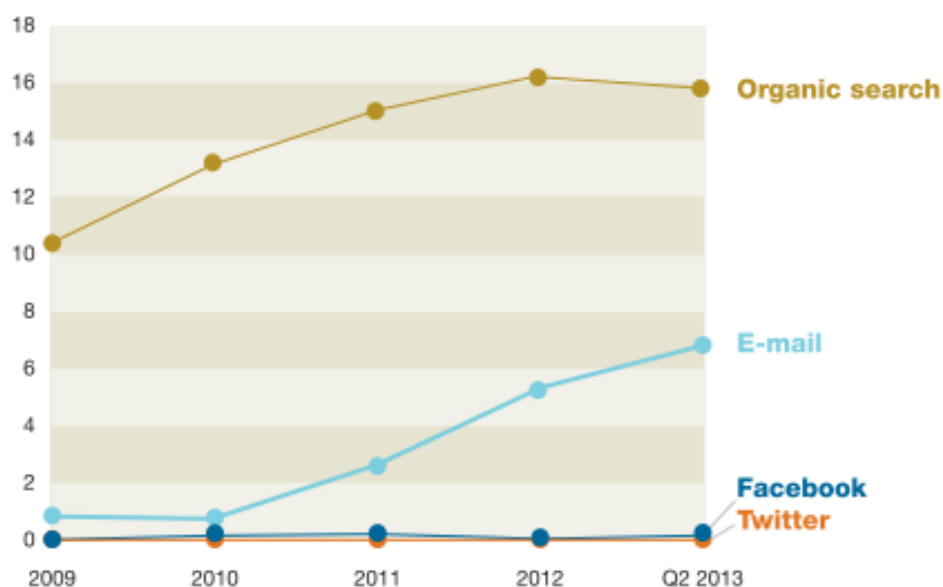
3.1.6 Email marketing

Many of the people who possess an email, are familiar with some sort of commercial email called spam. This includes especially emails that are advertising something and very often the recipient's response to these types of emails is negative. It is reasonable to ask why the marketers keep sending these types of emails, and the simple answer is that, they actually work.



According to McKinsey & Company's iCommerce survey conducted in 2012, email as a marketing tool is nearly 40 times more effective than Facebook and Twitter combined. The reason behind the numbers is that 91% of the customers (in US) are using email on a daily basis and other social media aren't so frequently used for work (Aufreiter, Boude, Weng: 2014).

US customer-acquisition growth by channel,
% of customers acquired



Source: Custora, *E-Commerce Customer Acquisition Snapshot*, 2013; McKinsey iConsumer survey, 2012

Figure 4, US customer acquisition between different channels

Since there are several marketers sending commercial emails, it is important to differentiate your emails from the competitor's and other spam. *Why marketers should keep sending you email* –article by Nora Aufreiter, Julien Boudet, and Vivian Weng, suggests three most important factors to differentiate from the competitors (Aufreiter, Boude, Weng: 2014):

1. Looking further than just opening the link to the website

The marketing campaign designed for email shouldn't focus only on getting the customer to your company's website. Marketers should focus on getting the customer directly to the part of the site that offers the most important and interesting information



about the product or service linked to the email, rather than the generic front page. According to the study, this only increases the conversion rate (the rate of customers converting from the visitors into paying customers) by more than 20%. The website should also work for mobile devices since nearly 45% of the opened emails are opened with mobile devices (Aufreiter, Boude, Weng: 2014).

2. Having clear objectives

Each email campaign should have clear objective and the results should be documented. Learning from each email is important in order to understand clients better. Reviewing every campaign and developing them will most likely increase the sales without increasing the number of campaigns (Aufreiter, Boude, Weng: 2014).

3. Personalizing

Although the email use has declined in the past few years due to other new ways of communicating, the number of emails sent has increased. Therefore the email users receive great number of emails and differentiating from the others is the key in order to attract the recipient's attention. Personalizing the mail is the key among the interesting content and appealing looks (Aufreiter, Boude, Weng: 2014).

Appealing to the values and interests of the recipient is a great way to personalize marketing, since Green Fortune Plantwall doesn't have highly sophisticated data on the browsing or past clicks made by the recipients. Therefore the values of the target group are researched in order to understand the clients better and to get tools to personalize campaigns in order to make them appealing.

As a brief conclusion, the email marketing is an efficient way of marketing according to research stated before, although recipients often seem to have negative opinion of email marketing. It is important to understand that in successful marketing, using multiple channels is important and since the email campaigns often direct the recipients to the website, the importance of the quality of the corporate website can't be highlighted enough. Even if social media isn't so efficient from the sales perspective, the presence in the widely used social media is still important for the brand.

3.2 Customer behaviour



This chapter focuses on the theories related to customer or buyer's behavior and the multiple buyers' influence. This chapter covers the business buying process and the internal and external influences of it.

3.2.1 Marketing based on customers' needs

According to The Handbook of Technology and Innovation Management by Scott Shane, understanding the needs of the customer is the key success factor for any innovation. Therefore knowing the customers and adjusting the product-marketing to be more appealing is crucial from the success point of view. It is also important to speak the same "language" so that the customer can really understand everything about the product (Shane: 2014: 116).

According to Shane, understanding the customers and their needs leads to products, marketing, and branding that are feasible, desirable, and salable (Shane: 2014: 116). Therefore studying and researching customer's needs should be done before planning the product, marketing, and branding of it. There are several of questions that should be discovered and the most important ones from Green Fortune's perspectives would be:

- What features the customer appreciate the most?
- For what purpose will the product be used?
- Who will use the product and where?
- What are their main concerns related to the product?

When identifying the needs of the customers, Maslow's hierarchy of needs is still something that should be taken into consideration (Gunelius: 2014). The theory suggests that humans have five different levels of needs (starting from the lowest level of needs):

1. Physiological, food, water, shelter etc.
2. Safety, health, law, protection, financial security etc.
3. Love/belonging, family, community, love, intimacy etc.
4. Esteem, self-esteem, status, achievement etc.
5. Self-actualization, peace, personal growth, knowledge etc.



Many of the lowest level needs may not seem important when marketing and selling Plantwalls, but as Gunelius suggests, marketing should satisfy needs from all the levels, from the bottom all the way up, in order to increase the possibility of success (Gunelius, 2014). What this actually means is that i.e. traveling agency should let their customers know that they are provided with food, water, shelter, and other people to communicate with during their trip.

When it comes to Plantwalls and other technical products, it is important to provide information to the customers that satisfy their needs for safety regarding the product. A bigger and more visible Plantwall will appeal to the architect's self-esteem more than smaller individual plants that aren't standing out so clearly. Here we can see that fulfilling the higher level need can determine whether or not the Plantwall will be used (Yalch, Brunel: 1996). Since same products can be used in many different ways, it is important to know what the consumer wants, i.e. a smartphone can be used as phone, camera, navigator, computer, or as a status symbol. Knowing the customer helps to determine which needs need to be satisfied.

3.2.2 Buyer's behaviour

According to Donald P. Robin, there are two types of buyers that can be identified. Type one buyers are ultimate consumers, who buy products or services solely for themselves. Type two buyers are the ones buying the product for resale purposes or for incorporating it into other products (Robin: 1978: 236; Kotler, Armstrong: 2008: 295).

The statistics of the Green Fortune Plantwall show that 90,90 percentage of the Plantwalls sold are designed by architects and hence the walls are incorporated into other products. What this means in practise is that the Plantwall is incorporated into a project that covers i.e. totally new office decorations or in some cases newly built office buildings. Therefore the Plantwalls are smaller part of a bigger project. Based on this fact, it is reasonable to say that the type two buyers are the main target group of the Green Fortune Finland.



3.2.3 Multiple buyers influences

As explained earlier in the distribution channel chapter, there are most often three different parties involved in the process of selling and installing a Plantwall. The first party is Green Fortune Finland, the seller of the product. The second party is the interior designer or architect agency who has designed the Plantwall into their project, and the last party is the entity that has ordered the overall project. According to Donald P. Robin, there are multiple-buyer influences, which means that there are more than one individual affecting the decision on what is being purchased. These individuals are also organisational buyers, who buy products or services for an organisation (Robin: 1978: 14). It is important to understand that these individuals need to satisfy two needs which both needs to be taken into consideration in order to operate successfully. The two needs are one's own needs as well as the needs of the organisation one is representing. Therefore the importance of knowing the target group's needs as well as their customer's needs, can't be exaggerated.

3.2.4 Business Buying Process

In this case we can say that Green Fortune is in the B2B- business and its customers follow the business buying behavior, since it has all the characteristics of business buying process. In this case business buyer behavior means the behavior of businesses or organizations that buy Plantwalls to be used in their other commercial or non-commercial projects. Therefore it is safe to say that Green Fortunes is in B2B- business and its customer's behaviors could be described as business buyer's behavior.

According to Principles of Marketing by Kotler and Armstrong, there are several differences between business-to-consumers market (B2C) and business-to-business market (B2B) (Kotler, Armstrong: 2008: 303). The differences can be divided into three different categories:

- marketing structure and demand
- nature of the buying unit
- types of decisions and the decision process

The differences in the first category, marketing structure and demand are:

- B2B markets contain less but bigger buyers



- B2B markets are more concentrated geographically
- B2B buyers demand is derived from final consumer demand
- Demand in B2B market is affected less by the short run price changes
- Demand in B2B fluctuates more and more quickly

The nature of the buying unit include:

- B2B purchases involve more buyers
- B2B buying involves more professional buyers

Types of decisions and the decision processes are:

- B2B buyers generally face more complex buying decisions
- B2B buying process is more formalized
- B2B buyers and sellers work more closely together and prefer long term relationships

The business buying process differs from consumer buying process at least partially due to the facts presented earlier. There are several characters of the business buying process; the need to purchase products or services, to find suitable products or services, and to evaluate and choose among alternative suppliers.

It is important to understand how the market works and how the B2B buyers buy and more important why they buy. What is the stimuli that triggers the buying process and the decision at the end of the process? There are four questions that should be asked when selling in B2B markets:

- Who will participate in the buying process?
- What buying decisions the business buyers make?
- What are the major influences of the decision makers?
- How do the B2B buyers make their decisions?

There can be several participants in a B2B buying process and many of them represent different roles. According to Kotler and Armstrong, there are five different roles that are listed below (Kotler, Armstrong: 2008: 300):

- Users: the end users of the product
- Influencers: provide information and help evaluating the alternatives
- Buyers: major role selecting the vendors and negotiating the deal
- Deciders: have formal or informal power to select or approve the final suppliers. Buyers are often deciders in routine buying.



- Gatekeepers: control the flow of the information to others

As described in the chapter 2.3.2 Distribution channel and Target group, there are several participants in the selling process when Green Fortune Plantwalls are sold. There are architects and interior designers who can be seen as gatekeepers, influencers, and deciders since they are responsible for designing the Plantwalls into their projects. They are often responsible to some extent for the decision of incorporating the Plantwall into their project.

There are also the owners of the building and the tenants responsible for the decoration of the space where the Plantwall will be incorporated. These people are the buyers or deciders, and even in some cases the end users. In some cases the end users are also tenants who are not participating in the buying process at all. Therefore the roles needs to be distinguished individually as they vary from different projects. From the sales point of view, it is important to identify different roles so that the proper sales and marketing activities can be targeted to the right people the right manner.



Figure 5, Target group's decision making process

3.2.5 External and internal influences

There are several external and internal influences to one's attitude towards a product.

The external influences can be divided in two: uncontrollable or environmental factors and controllable or marketing mix influences (Kotler, Armstrong: 2008: 84). Both of these can be satisfying factors, dissatisfying factors, or both, and they both have an effect on the buyer's attitude towards the Plantwall product.

The environmental factors can be such as dissatisfaction with the competitor's products or negative rumours about Green Fortune's product. Competition can be described as one of the most important environmental factor. There are also many cultural and social factors that have direct effect on the buyer's attitudes, such factor can be i.e. current trends on green building (Robin: 1978: 49).

Uncontrollable factors affecting the marketing mix are hard to control and therefore a suitable mix of controllable tools need to be used in order to achieve a wanted solution (Kotler, Armstrong: 2008: 83). Advertising for example can be one of these factors. It is important to understand the customer's internal and external factors. It is also important to know that these factors can change over time or rapidly, and therefore it is important to be ready to modify one's marketing mix whenever needed.

Knowing the customer and her internal influences affects greatly on the marketing of Green Fortune Plantwall executes, since the marketing should be adjusted to meet the customer's values, needs, goals, and attitudes in order to achieve the most efficient level of marketing (Robin: 1978: 23).

As the theory of Donald P. Robin suggests, it is important to understand the needs and the values of the customer in order to sell (Robin: 1978: 216). The survey for the target group was built to find out what the target group thinks is the most important features of the Plantwall from the customers perspective. It also aimed to discover the biggest obstacles or doubts the target group has about the product. The results of the survey show the most important issues regarding the product and these results will help Green Fortune Plantwall to determine the most important values of the target group.

3.3 Finding the justifying reasons

According to a research conducted by Harvard Business Review in *Tiebreaker Selling* - article, successful suppliers were studied, and their key success factors were listed.



The study suggests that when selling un-strategic products and services in B-to-B market, competing with lower price and long list of features in a product or service isn't enough. The most successful companies that were studied spent more resources on finding their customers' justifying reasons, the reasons that trigger the buying impulse and differentiate themselves from their competitors (Anderson, Narus, Wouters: 2014).

Key to finding these justifiers is to discuss with the customer and to understand their needs and what they are actually looking for in the product or service (Anderson, Narus, Wouters: 2014).

In this research the author conducted a survey focusing on the most important features of the Plantwall product and finding the target group's most important justifiers. The justifiers that the architects are looking for are; visual, air quality and green values. These in the target group's opinion are the most important features of the product. These findings help Green Fortune Plantwall to communicate these justifiers in its marketing efforts clearly. Knowing the justifiers helps the company to differentiate from competitors at the early stage and also to spark the sales process as early as possible (Anderson, Narus, Wouters: 2014).

4 Methodology

Chapter four describes the methods applied to the survey. This chapter provides the reader with the overview of the survey, the different methods used to conduct the survey, as well as the selection criteria of the participants. Last part of this chapter presents the carefully examined and analysed survey results.

4.1 Survey

4.1.1 Survey overview and selection criteria of the participants

The questionnaire was conducted to find out the opinions of the target group (architects and interior designers) regarding the Green Fortune Plantwall product. The participants were chosen by their occupation and location (Helsinki metropolitan area).

Survey was conducted using a similar program, such as Metropolia's E-Form. The researcher decided to use a program that was created by a company called Experq (Experq: 2014). Experq is an IT-company focusing on data gathering. The company's program has the same features as the E-form of Metropolia, but it allows the researcher to personalize the design more extensively. In order to be able to create visually more appealing survey, the researcher decided to use the program provided by Experq.

Since the target group for the survey consisted of professionals (architects and interior designers) who received the survey invitation in their work e-mail, the survey needed to be easy and relatively fast to complete. Knowing these requirements, the author tried to keep the number of questions minimized and effectively only ask relevant questions. The criteria here was to get answers that are relevant to the topic of this thesis and answers that can provide useful information in order to improve the communication and sales of Green Fortune Plantwalls.

The survey was sent to 319 participants of which 49 responded, although some of the respondent felt they couldn't answer all the questions due to lack of information. Therefore the initial respond rate was 15,4% of all 319 recipients.

4.1.2 Survey structure and gathering of data

As mentioned earlier in this chapter, the author wanted to keep the survey short and easy to answer. The questions were structured in four different genres: background information, two sets of main questions, and an open feedback field for further questions and comments.

The survey had 12 multiple-choice questions in total and an open feedback field at the very end. This format was the most efficient to be completed in order to maximize the answers. As mentioned earlier, the target group was a group of professionals, who most likely were going to answer this survey during their working hours. This was the rationale behind the author's idea to create a survey that can be finished in less than five minutes.

When the draft of the survey was ready, the author consulted an architect and an architect student for feedback. This allowed the author to edit the survey to look more professional and more appealing to the target group. The author felt that it was important to speak the "same language" with the recipients in order to create a survey that was professional and plausible.

After analysing what questions should be asked about the target group's background, the author came to the conclusion that the only relevant question that brings value to the research would find out where the architects are working.

In the first main question, the participants were presented with a question about the product and they had to choose the most relevant answer out of four options. Each question and the answers were different. In this first section the author tried to find out the opinions of the target group about the green building industry, their knowledge of the particular product, main concerns with it, as well as how they would like to get informed about the product in the future.

Second main question of the survey was focusing on the features of the Plantwall that the target group valued the most. In the second part the participants were presented with a feature and they were to choose how important this feature was from them. In this section all the questions were different but the answers were the same to make the analysing easier and scalable.



Third part of the survey was an open field for comments. This field was used mainly to allow the target group to give feedback on the structure of the survey rather than the Green Fortune's product. This helped the author to develop the survey for the next round.

4.1.3 Gathering the contact information

One of the most time consuming part of the survey was to collect the contact information of the target group. The author was looking for a database where all the information could have been collected at once, but didn't find one, hence the contacts were collected individually. Green Fortune Plantwall already had a contact information database of approximately 100 target group members, but the author decided to collect more contacts in order to make the survey more reliable. After spending hours on browsing architect agencies' websites, an excel file with 319 individual contacts were created. The effort to collect this data was time consuming, but can be seen as an investment, as the same list can be used in Green Fortune's future marketing campaigns.

4.1.4 Cover letter and sending the survey

After the revised survey and finished contact list, the cover letter for the survey needed to be created. Because the survey was sent by email to the participants, the cover letter needed to be well planned as it was the first contact with the participants. The cover letter was created to be both visual and appealing, while the author wanted to point out that it was part of the thesis work, rather than a pure effort to market the product itself.

The cover letter had a picture of a Plantwall on the top, a brief text explaining the purpose of the survey (thesis work), and an explanation of the aim of the survey. At the bottom of the text, there was a link to the survey and to the webpage of Green Fortune for further information.



The cover letter along with the invitation and the link to the survey was sent to the participants by Mail Chimp program. This program allows the sender to send emails to groups of people at once via one's own email address. Mail Chimp program also provides statistics on the opening percentages and allows to resend the message to those who didn't answer in the first round. The cover letter can be found in appendix 1-2.

4.1.5 Survey questions

In this section the survey questions are presented and the reasoning behind the questions will be explained in order to justify the relevance of each question.

The survey questions will be presented in italic-font below.

What is your area of specialization (or closest)?

- Building architect*
- Landscape architect*
- Interior architect/designer*
- Detailed plan architect*

Is Green Fortune Plantwall familiar to you? From where?

- Website*
- From colleague*
- Seen the product*
- Magazines*
- Direct marketing*
- Brochure*
- Not familiar*

Are you interested in green construction?

- Yes*
- No*

How do you see the future of green construction in Finland?

- Growing role*
- Stagnant role*
- Shrinking role*

Could you consider using Green Fortune Plantwall in your project?

- Absolutely*
- Probably*
- Maybe*
- Probably not*
- No*

How important is the visual aspect of Plantwall to you?

- Highly important*
- Important*
- Quite important*
- Low importance*
- Not important*

How important are green values in regards to Plantwall to you?

- Highly important*
- Important*
- Quite important*
- Low importance*
- Not important*

How important an aspect is improving workplace atmosphere in regards to Plantwall to you?

- Highly important*
- Important*
- Quite important*
- Low importance*
- Not important*

How important an aspect is sound insulation (echo dampening) in regards to Plantwall to you?

- Highly important*
- Important*
- Quite important*
- Low importance*

-Not important

How important an aspect is improving air quality in regards to Plantwall to you?

-Highly important

-Important

-Quite important

-Low importance

-Not important

Do you feel you have enough information about Plantwall to use it in your work?

-Yes

-No

Do you feel there are challenges to using the product? What is the greatest challenge?

-No challenges

-Price

-Maintenance

-Technical setup

-Something else

How would you like to receive information about Plantwall?

-Direct marketing

-Website

-Personal showcase

-Industry fair

-Somewhere else

4.1.6 Survey results and analysis

In this section the survey results will be presented question by question, and the most significant answers will be presented and explained. See appendix 3-14.

What is your area of specialization (or closest)?



63% of the participants were building architects and 13% interior designers. The feedback given by the participants stated that the architects no longer distinguish themselves as building architects or other special architects, but only as architects generally or the interior designers. This answer shows that the target group consists mostly of architects, although the difference between them and interior designers is small and they often work in the same agencies and in same projects.

Both architects and interior designers had similar opinion on the product. There was no significant difference in their further answers in the survey, which lead into the interpretation that architects and interior designers can be seen as one target group rather than two separate groups when we are talking about a Plantwall.

Is Green Fortune Plantwall familiar to you? From where?

19 out of 49 of the participants were not familiar with the product at all.

30 out of 49 participants were familiar with the product, out of which ten had seen a Plantwall themselves, and other nine had visited the Green Fortune's website. Five had heard of it from a colleague, three had seen it on a magazine; two via direct marketing and one from brochure sent by Green Fortune.

The number of the participants who did not know the product was relatively high, and therefore there is a lot to do in order to raise the awareness of this product among the participants. Research shows how brand awareness has a direct impact on consumer choice, in this case on architects and interior designers (Hoyer, Brown: 1990: 147). According to the survey, the website seems to be the most important channel for the target group to find information.

The survey conducted also states that the target group rather uses the internet themselves to find new innovations, than would be contacted by someone else i.e. via marketing mail. The target group seems to want to look for inspirational new products online themselves. The number of participants who had seen the product shows the importance of highly visible Plantwalls in locations open for public, such as shopping malls. Therefore it's reasonable to say that the product itself is an important marketing tool for Green Fortune.

Are you interested in green construction?



100% of the participants were interested in green construction and building. This is not a real surprise considering the current global trends and the experiences of Green Fortune. There are also other studies conducted that suggest that green building is now more popular than ever. “*The rise of the green building*” –article in the Economist highlights how new building projects are using green technologies and visuals to increase job satisfaction, to cut cost, and to reduce environmental impact (The Economist: 2014).

How do you see the future of green construction in Finland?

34 out of 49 of the participants saw that the green construction has a growing role in Finland. This refers to the fact that there is still strong urbanization happening in Finland and the large cities are getting more crowded. Finland is urbanizing at the 0.6% annual rate of change (Central Intelligence Agency: 2014). The data presented by the United Nations, Department of Economics and Social Affairs estimates Finnish society to be 90% urbanized by 2050 (United Nations: 2014). The use of green construction becomes increasingly more appealing and important as people move to cities where there is a lack of green in the living environment. As Frances Kuo, a professor of natural resources and environmental science and psychology at the University of Illinois states, increasing urbanization forces people to live in landscapes that lack trees and other natural features and therefore people undergo patterns of social, psychological and physical breakdowns (Grippin: 2014). If Finland is becoming more urbanized, it is natural to conclude that the market has a lot of potential and need for green construction in the future.

15 out of 49 of the participants saw that green construction has a stagnant role in the future. The reason for this might be that there is lack of resources for it, or that the green construction has reached its peak. None of the respondents saw green building to have a shrinking role in the future.

Could you consider using Green Fortune Plantwall in your project?

24 out of 42 of the participants could consider using Green Fortune product in their projects in the future. 13 out of 42 of the participants would maybe use the product and



five would most definitely want to use the product. None of the participants would be against using a Plantwall in their work in the future.

These answers indicate that the interest of the product is high amongst architects and interior designers, and this target group sees the product as a product that they could realistically use in their work.

Do you feel you have enough information about Plantwall to use it in your work?

22 out of 42 of the participants felt that they have enough information about the product, and therefore they would be able to use it in their future projects. 20 out of 42 felt that they didn't have enough information about the product, and therefore would not have the courage or interest to use it in their work.

Although majority of the participants felt that they have enough information about the product, the percentage of those who felt the opposite way was high. This indicates that there is an immediate need to improve the awareness of the technical aspects of the product in order to educate the target group comprehensively. As studies show, brand image and knowledge will have a direct impact on sales figures and their fluctuation and therefore Green Fortune must focus on building the company's image and knowledge to reach the maximum results (Ataman, Ulengin: 2003: 237).

Do you feel there are challenges to using the product? What is the greatest challenge?

13 out of 43 of the participants indicated maintenance of the Plantwall as the greatest challenge to use the product. 13 out of 43 of the participants felt that the technical set-up causes challenges, and 7 out of 43 felt that the price and durability of the product are key challenges in their opinion. 7 out of 43 felt that the price solely is a challenge for them and 3 out of 43 felt that there are no single challenge or barriers that would keep them away from designing a Plantwall into their project.

The maintenance and technical set up seemed to cause most of the challenges to the target group. In order to reduce these previously stated numbers, it is important to consider all possible reasons for the results to this particular question. It is logical to see a direct correlation between brand awareness and the challenges within the product that



the participants indicated. Green Fortune must effectively communicate all data about the product to the target group and clarify any misunderstandings there might be. Effectively executed intensive and informative communication of Plantwall information to the target group should remove any concerns amongst the professionals. This is the reason why the importance of marketing communications cannot be highlighted enough.

The following questions focus on the most important features of the Green Fortune Plantwall. The options are all the same for each question, and the purpose of this question set is to determine the most important features of the product.

How important is the visual aspect of Plantwall to you?

- 27/47 High importance
- 13/47 Important
- 6/47 Quite important
- 0/47 Low importance
- 1/47 Not important

How important are green values in regards to Plantwall to you?

- 18/44 High importance
- 19/44 Important
- 7/44 Quite important
- 0/44 Low importance
- 0/44 Not important

How important an aspect is improving workplace atmosphere in regards to Plantwall to you?

- 15/45 High importance
- 25/45 Important
- 3/45 Quite important
- 0/45 Low importance
- 0/45 Not important

How important an aspect is sound insulation (echo dampening) in regards to Plantwall to you?



- 4/45 High importance
- 12/45 Important
- 8/45 Quite important
- 15/45 Low importance
- 6/45 Not important

How important an aspect is improving air quality in regards to Plantwall to you?

- 8/44 High importance
- 12/44 Important
- 14/44 Quite important
- 0/44 Low importance
- 1/44 Not important

The question set about the Plantwall features helps the author to determine which of the features are valued the most, and which are seen just as positive by products.

The answers suggest that the visual aspect, green values, and the workplace atmosphere are clearly the most important features of the Green Fortune Plantwall to the target group. Positive visual aspect, green values, and improved workplace atmospheres are the reasons why the target group would want to apply Plantwalls into their projects.

Such features as sound insulation and air quality were both seen as somewhat important features of the Planwall, but they were seen more as positive by-products rather than key features. Overall, the features of the Plantwall presented in the survey were seen in positive light, as very few expressed zero interest to any of the features.

4.2 Interviews

The author of this thesis conducted two separate interviews in order to get a deeper understanding of the marketing of Green Fortune, both in Finland and in Sweden. The purpose of the interviews is to gain better understanding of what the decision makers in the Green Fortune think about their marketing and to compare the data from the interviews with the preferences of the target group.

Both interviewees were asked the same questions and their answers are analysed and compared further in this chapter. One of the key elements of this thesis is to compare the Green Fortune's internal views on their marketing with the target group's views and to identify the most important parts of the marketing in order to maximize the marketing efforts of the company.

4.3 Interview overview and selection criteria of interviewees

The interview was conducted to two high-level decision makers in Green Fortune and they were asked the same questions regarding to the marketing of Plantwalls. The interviewees are Heikki Kauppila (Founder and the CEO of Green Fortune Finland) and Johan Svensson (Founder of Green Fortune Corporation). Both of the interviewees have marketing background and therefore are responsible for their organizations' marketing strategy among other responsibilities. This is the reason why the author of this theses considered these interviewees as reliable sources of information regarding their organizations. The two interviews are compared with each other and at the end of this thesis interview findings are compared with the results collected from the target group.

The interview questions focused on the marketing of Green Fortune's parent company in Sweden and its subsidiary in Finland. The interviews focused heavily on the following topics:

- The main objective of marketing
- Key elements of marketing
- The strengths of marketing
- The weaknesses of marketing
- Ideal marketing

These topics were chosen in order to gain better understanding of the reasoning behind the marketing plans of Green Fortune. The author of this thesis wanted to be able to challenge these reasons in order to develop the marketing to be more customer friendly and efficient.

4.4 Interviewee 1: Heikki Kauppila, CEO of Green Fortune Finland

What is the main objective of your marketing?

The main objective of our marketing is to be “on the top of the customers mind” where they think of Green Fortune when they are planning new spaces.

The aim is to get in personal contact with the decision makers in order to get involved in the planning of new projects.

The ideal situation would be where the Green Fortune Plantwall will be a competitive alternative to any wallpaper or paint by the architects and the real estate owners.

What are the key elements of your marketing?

Our website is important part of our marketing as many of the requests come from there. Our target group is using internet to find new innovative products and many of them find us via our websites.

Also our email campaigns and personal contacting is important part of our marketing, but due the lack of resources especially personal contacting hasn't been done enough.

What are your strengths?

We have strong references and great products both internationally as well as in Finland, so we want to show customers what we can do. Our website is an important tool to showcase these products to our customers and many of them find us from the internet; so good looking website is a must and I think that we have a great one.

We are also reliable provider since we are the first company offering Plantwalls in Finland and we have more than four years of experience here in Finland, not to forget our ten years of experience internationally. The product is reliable and we have references from all sorts of businesses.

What are your weaknesses?



The resources are our biggest weakness. Small company with limited resources forces us to be selective with our marketing. Also, one weakness is that we should market ourselves to the real estate owners, which is a really big target group and hard to reach effectively. We should put more effort in reaching out to the architects who are responsible for designing the Plantwall in the properties owned by the real estate owner.

We have focused our marketing towards the architects due to limited resources.

How would you improve your marketing in an ideal world (no limited budget)?

In an ideal world, I would like to be able to create push and pull. By push and pull I mean that we should be marketing to the architects as well as to the real estate owners with multiple channels and then creating push with more sales people contacting the target group for personal meetings and presentations.



4.5 Interviewee 2: Johan Svensson, Founder of Green Fortune Sweden

What is the main objective of your marketing?

The main objective of Green Fortune's marketing is to get in contact with the decision makers. This often means the real estate owners and the architects. We want to raise awareness among these groups.

What are the key elements of your marketing?

The most important elements of our marketing are the real world references (seeing the Plantwall live) as well as the website, especially the pictures on our website.

Face to face meetings are the most important ways of networking, while personal meetings can be seen as an important part of marketing and sales. Therefore booking meetings and giving presentations to the decision makers is the most important aspect of the marketing.

Online side (website, Facebook, Instagram etc.) are there to support the marketing and sales. The customer journey often starts from the website, and leads to personal meeting where the sales are done.

What are your strengths?

Our strengths are the references and ten years of experience internationally. Our website has pictures of the most important projects and therefore everybody can see our references. I believe that we are strongly represented in the channels we consider to be most important to us.

What are your weaknesses?

Finding the right decision maker at the right time is difficult, since our business is heavily based on spaces that are being constructed/renovated. These people are also really busy and looking for information online or using their existing network.

How would you improve your marketing in an ideal world (no limited budget)?



In an ideal world I would invest heavily on push side and hire new sales people to our network is costly. We already have good references and marketing materials (pictures, videos etc.), but we could use more sales people to do contacting and to execute out plans.

4.6 Interview results and analysis

Both of the interviewees gave relatively similar answers to the questions asked, which isn't surprising due to the high level of communication between the parent company and the subsidiary. The biggest differences are that the Swedish parent company has been working for longer and their target group is more aware of their products. They also have more resources than the Finnish subsidiary has.

Both companies have same objectives in which they want to raise awareness among the target group and eventually to get to talk in person with the decision makers.

The key elements of the marketing are mostly the same for both entities, but the focus is different. The Swedish parent company is focusing more heavily on the personal meeting and are relying on the digital side to support them in their goals. The Finnish subsidiary is relying more on the digital side due to the lack of resources on the personal contacting.

Both companies have strong references and experience as well as good websites, but both of the companies see the limited resources as a weakness. Finnish subsidiary has limited staff and resources in general, which is the biggest weakness. Swedish company finds getting to talk to the right decision makers at the right time as their biggest challenging.

In an ideal world both companies would focus on pushing the product to the target groups in person. The lack of resources here is a problem since booking meetings and going through them is really time consuming, but in an ideal world more sales people would be hired to contact the target groups. Swedish parent company is more satisfied with the existing marketing channels that they are already using, whereas the Finnish subsidiary would like to invest in marketing in multiple channels more efficiently towards the architects as well as the real estate owners.

5 Methods to reach the target group

The fifth chapter describes the current ways to reach the target group. This chapter will identify the target group, the current methods used to reach them as well as the theory behind these different methods.

5.1 List of methods to reach the target group

Before identifying the methods used in more detail, it is important to describe Green Fortune Plantwall Oy's resources. Green Fortune is a small company with limited resources when it comes to staff as well as capital. Marketing and contacting new clients is really time consuming and expensive, and therefore the company needs to be really careful with how it is using its resources. This places challenges to the marketing and finding new clients.

5.1.1 Direct marketing (direct mailing and direct email)

Direct marketing has been important part of Green Fortune's marketing plan in the past. Direct marketing consists mainly of two different parts: email marketing and direct mailing in form of a brochure.

Email Marketing

Email marketing has been done by sending the potential clients (same group of people who were contacted in the survey conducted in this research) emails, regarding the Plantwall products. This email has been built to look close to a press release and generally it includes some pictures of the newest projects, as well as other ideas that the target group might find interesting. The template used was created with the help of an architect in order to be more appealing to the target audience. These emails have different content and they offer something new to the target group. The look of these emails is more informative than commercial, and the idea is just to get the target group's attention and to get them visit the Green Fortune Finland's webpage, where further information can be found. Email marketing campaigns have been conducted once or twice a year, depending on the projects. Strategically the idea is to do email marketing rarely, in order to avoid being labelled as a spammer.



Pros of the Email Marketing:

Email marketing campaigns are really easy and fast to conduct. These types of campaigns are extremely cheap to execute once the contact register is collected. For this reason, the method is a great way for a small company to raise awareness among the target group.

This way of marketing raises controversial feeling among the recipients, but it has been proven to be efficient. A study conducted by McKinsey & Company, suggests that email is nearly 40 times more efficient to attract customers than Facebook and Twitter combined (Aufreiter, Boudet, Weng: 2014).

Once the contact list has been put together and Green Fortune has all the information collected, it is easy to modify the list if needed and to do a second round of emails when the time is right. With modern tools, it is easy to link webpages and additional information about the product to the email, and therefore interested recipients can immediately get further information about the product.

Cons of the Email Marketing:

Email marketing can easily label the sender as a spammer and the bad reputation can easily spread among relatively small target group. If done, the mails should be really informative and focus on bringing some value to the reader rather than just repeating the same information. Therefore these types of campaigns have been done rarely and they should be well built and structured. It is hard to predict the recipients' reaction to the email marketing and often the target group would like to find the product themselves, rather than receive an email about it as the survey of this thesis suggests.

Direct mailing

The other form of direct marketing used by Green Fortune is direct mailing in form of a brochure (see appendix 15-20 for brochure). Brochure offers general information about the product, explains how it works, and shows how it looks. The brochures are very visual to provide the reader with proper idea of the looks of the product. These brochures are more informative than the emails and the goal is that the brochures provide enough information to the target group to start the process of designing a Plantwall into



their project. Typically Green Fortune sends about five brochures to each office of the target group. Green Fortune's Plantwall brochure was designed by Markkinointitoimito Kitchen Oy and it is printed by Esa Print Oy (The Kitchen: 2014; Esa Print: 2014).

Pros of Direct Mailing:

Direct mailing in the case of Green Fortune is a very visual way to advertise the product. A good looking brochure is often stored at the office and available to several people, in this case to architects and interior designers. Traditional printed brochures are valued by the target group, especially now during the digital-age (Giller: 2014).

Cons of Direct Mailing:

Direct mailing is a time consuming and expensive process to go through. Several steps that often require different parties to be involved are needed for the production of high-quality brochures. The print in the modern time has its limitations because getting further information isn't just "a click away".

5.1.2 Web site

According to the TNS survey, internet has developed to be the most significant media among advertisers. On average, advertisers use 17% of their marketing budgets on internet marketing (TNS Gallup: 2014). Therefore it is reasonable to say that strong presence in different channels in the internet (social media, search engine optimizing and webpage) is vital in the modern business world. As the survey conducted by the author clearly states, webpage is the most important source of information for Green Fortune's target group.

Research support the author's findings and leads into the conclusion that the internet is the main source of information to most of the potential clients. An official website should have enough information about the product and it should look appealing to its visitors. Green Fortune has shared international webpages, on which the language can be chosen and the information, pictures, and contacts for each country can easily be discovered. The website is very informative and it has a lot of pictures of different projects, different products, publications on different Medias, as well as videos. The website is targeted to the needs of the target group instead of the general public.

Pros of the Website:

Websites are easy to access and they content lots of relevant information and data about the product. A strength of a website is that all the necessary information can be found from one place and it is easy to highlight great visual looks if done the right way. Having an international website has its benefits because through one source, you can discover the entire company, its products, and operations in all corners of the globe. There is a wider range of pictures and content on the Green Fortune website, which will make it look live and reliable (Green Fortune: 2014).

Cons of the Website:

Websites are time consuming to build and to maintain. One problem with the Green Fortune's website is that the website is international and administrated from Sweden. Therefore for the Finnish subsidiary, it is time consuming to make any changes to the page because it all has to go through Sweden first. Each market is unique and different from other markets, and therefore the unified look of the website might not be the best for everybody. For example, Finnish architects are clearly more sceptical about the



product and would like to have more technical information about the product than their Swedish or Dutch colleagues.

5.1.3 Advertisement/ Media/ Publicity

Paid advertisements have not been a big part of Green Fortunes marketing plan, due to the high cost and complexity to reach the target group. In the past, Green Fortune has advertised only in a magazine called Projektiuutiset (Project News), which is targeted to architects (Project News: 2014). This magazine presents the most recent construction projects from architectural point of view. An article, including a Plantwall, was on the magazine and Green Fortune bought an advertising space on that same page. This was low cost (€400) investment of which Green Fortune could be sure to reach the target group.

Otherwise Green Fortune has been focusing more on media publicity and the company has tried to increase the product awareness among the target group by getting involved in projects that get wide range of publicity. This is a cheaper and a more efficient way to spread awareness amongst the target group compared to paid advertisements.

Pros:

Well-targeted advertisements can deliver the message about the product well and can sparkle the interest of the potential client. In this case, the press advertising has been linked to an article, which includes visuals and information about the product itself. This method has been a more powerful way to reach the target audience than just an unrelated advertisement on its own. This is the reason why Green Fortune has invested relatively small amount of money for press advertising.

Cons:

Press advertising can be seen as an old fashioned way of advertising, since small advertisements can only contain a very small amount of information and then it is up to the reader to go online and look for additional data about the product. Generally speaking, this type of advertising is harder to target specifically and it is expensive, especially for a small company with limited resources.



5.1.4 Word of mouth

Word of mouth is probably the most powerful way to spread the awareness of a product, both positive and negative. Though it is really hard to control, there are several ways to improve the words that are spread amongst people. First of all, the target group of Green Fortune is a close community where all the projects are public and different operators are aware of what types of products other operators are designing. Therefore the most recent products used in architectural projects, such as Plantwalls, get a lot of attention quickly once they are used. People tend to be curious about new innovations and they also try to be creative in order to separate themselves from others.

The key to generate positive reactions and feedback that is spread among the target group is to provide reliable and good quality products, and to make sure that the customer satisfaction is high. Green Fortune believes that maintaining great quality with the product through constant maintenance, of which Green Fortune is responsible after building the Plantwall, is the key to success and to great customer satisfaction. When the customer is happy, meaning that when the Plantwall is consistently in a posh shape, they tend to enjoy the wall to the fullest and spread their positive experience to others. To support the comments about the company and its products, Green Fortune uses its marketing to remind the target group about the product. The idea of the marketing is to start the discussion about the product rather than to be solely commercial.

One way to create positive word of mouth was to build a pilot wall into an office of an architect agency right away when Green Fortune started to operate in Finland. The idea was to build a relatively small Plantwall into the office, which could be seen by potential clients. This also allowed the architects of this office to experience how it feels to have a Plantwall in their own work environment. The hope was that the experience would be so positive that they would draw the Plantwall into their future projects. This pilot wall has been useful and has resulted in new projects for Green Fortune inside Helsinki.

Pros:

Word of mouth is one of the most powerful ways to spread awareness of a product. When a person who is considered to be reliable and a professional recommends a product, people often see that much more reliable promotion of a product than any ad-



vertisement. A comment from an expert creates credibility that helps people make decisions.

Cons:

Word of mouth is nearly impossible to control. Advertising and other marketing efforts can only have little influence when “the word is out”. Therefore, it is crucial to offer good quality and reliable products to maximize the chances for positive word of mouth of their company.

5.1.5 Personal experience

Personal experiences are always big part of the decision making process. When people have seen the product themselves, they are left with totally different impression than what they would get from any pictures for example. The experiences of Green Fortune show that whenever there is a new project finished in a public space where people can see the product, the company receives a large number of requests about the product for new locations. Luckily, many of Green Fortune’s Plantwalls are located in public spaces, such as shopping malls, where many people can see and experience it with their own eyes. As mentioned earlier in this chapter, Green Fortune built a pilot wall into an office of an architect agency, where the staff is allowed to take potential clients to see the wall in real life. When it comes to big live Plantwalls, bigger 10m², clients are always more impressed by it when they see it themselves.

Pros:

The Plantwalls look really good once one gets to see it live. This experience immediately changes someone’s views of the product from negative to positive. Many of the people don’t actually realise how big the Plantwalls are and how they actually look in real life. Therefore many of the designers make the decision to use the product in their current project right after they have been taken to see an existing wall close by.

Cons:

In order to show the Plantwalls to the clients, the walls need to be in immaculate shape. This means that the person responsible for the maintenance of the walls needs to take care of the walls frequently. Many of Green Fortune’s nicest projects are locat-



ed in offices of private companies, where it might be hard to get the potential clients in to see the product.

5.1.6 Personal contacting

According to the founder of Green Fortune Plantwall, Johan Svensson, one of the most important part of marketing is the personal contacting of potential clients (see chapter 4 for interview). The importance of this can't be highlighted enough since it is the important part of the sales process as well. Of course other means of marketing are also aiming to create personal face to face meetings with the potential client. In practice, personal contacting is done by cold calls or emails, where a face to face meeting is suggested regarding the product. The cold call or email reach out has been successful, if Green Fortune was able to close a meeting date when more information of the product can be presented to the potential client. Since every new project involves this type of presentation at some point, it is effective to start raising awareness of the product early on. This way the target group will be more educated on the product and they will have better readiness to use it in their future work.

Pros:

As mentioned earlier in the chapter of distribution channel, Green Fortune Plantwall is a product that always requires a personal presentation or information session focusing on the technical implementation into a certain space. This is really an efficient way to raise awareness and to educate the target group about the product for the future projects to come. The survey conducted by the author indicates that the target group has concerns about the technical side of the product and how the product works in practice, and therefore personal presentation is a great way to market the product. This allows Green Fortune to answer all the questions that come up and it makes it easier to actually start selling the product to the target group during this meeting.

Creating personal contacts with the target group is the aim of all marketing of Green Fortune, hence personal contacting and meetings is one of the most important parts of Green Fortunes marketing.



Cons:

Personally contacting the target group can be said to be the most expensive way to market the product. Contacting the target group, arranging meeting, going to meetings and all the follow up contacting is really time consuming, and with limited employees, this is really expensive to such a small company.

5.1.7 Social media

Many companies have considered and are still considering Facebook as one of the most important channels for a company to spread awareness and to market in modern days (Lafferty: 2014). This might be true as long as the company is able to produce interesting content, and even more importantly, start discussions with the audience. On the other hand, social media might be a more efficient way to market consumer products. Green Fortune sees Facebook as a channel to share its newest projects, as well as a way to direct people to the website that contains more information about the Plantwalls.

Pros:

Facebook and Instagram are relatively cheap ways to market a product in an environment where there are millions of users. Maintaining these accounts is cheap and easy, and the platform is same for everybody, so everybody feels comfortable using it and sharing information on it. Millions of people are using this media on daily basis and creating a viral phenomenon. A company can get a lot of attention within short period of time with very little investment in social media.

Cons:

Facebook or Instagram are not the most efficient environments to market the product to the target group. However, it is still an important way to raise awareness. Sharing Facebook and Instagram accounts with all of the Green Fortune operators in the world can create practical problems due to the fact that the Swedish office controls the pages. The responsibility of producing content and raising discussions is fully under the control of the Swedish office, and unfortunately they are not active in engaging discussion in the social media. If every country had an opportunity to have their independent



Facebook pages, Facebook marketing could be done in a more efficient way without any money invested in it. Even though reaching the target group itself wouldn't be so easy, there are numerous different ways to use Facebook and other social media platforms to increase the product awareness, which will always be helpful in the end. Currently Green Fortune's Facebook marketing consists mainly of uploading pictures of the latest projects and products in an informative manner.

5.1.8 Search engines

Search engine optimizing (SEO) is a relatively cheap way to improve a company's visibility in search engines and therefore directing the customers looking for product to the company website. As this research shows (results analyzed in chapter 4), the company website is the most important channel to the customers to find information about this type of products, and therefore the importance of search engine optimizing can't be highlighted enough.

There are several companies providing SEO services, but so far Green Fortune has done it by itself.

Search engine optimizing is done by creating content (text, picture, videos etc.) to websites that has as many keywords in them as possible so that the search engines algorithm recognizes as much needed content to put it on the top of the search results. There are many important subjects that the search engines are looking for and here are the most basic example-subjects (Search Engine Land: 2014):

- Text, The text content of the website
- Titles in the code, each page has its own title
- Links, each link to company's website works as "recommendation"
- Words in the links, what words are used with the link
- Reputation, frequent new content, and new links

Therefore promoting the company website to people who are searching with relevant keywords is vice. I.e. if one uses Google search engine with keyword of "*Plantwall*", Green Fortunes website is listed at the top of the page. When using Finnish keywords such as "*Kasviseinä*" Green Fortunes website is number one, but when used keyword "*viherseinä*", competitor's website is on the top of the page. Therefore the content of a



particular website should include several similar terms, in order to appear to the customers when they are using keywords that are related to the core business of the reached company.

Pros:

Search engine optimizing is a cheap way to increase company visibility in search engine results. This requires access to modify the company website and its content. When the content (text, pictures, videos etc.) includes keywords that the search engine users are using to search content, the ranking among the search results gets better.

Cons:

SEO can be impossible to do if there is no access to the actual content of the website. In this case, the Swedish parent company controls Green Fortune's international website, which the Finnish subsidiary also uses, so the modifications needs to go through the Swedish administrator. This poses practical difficulties to Green Fortune Plantwall Finland.

Also, if there are big operators who are paying to the search engines to highlight their website and companies that have site with larger content, it might be difficult to reach the number one search result, which most of the companies are aiming for.

6 Conclusion

The conclusion chapter summarizes the research conducted by the author and presents the main findings, literature related to the findings, as well as the managerial implementation based on these findings. In the end of this chapter, suggestions for future research will be described.

6.1 Research summary

The goal of this thesis was to find out the optimal marketing and sales strategy for Green Fortune Plantwall Oy, a small b-to-b company. In addition, thesis aimed to study Green Fortune Plantwall's awareness among the most important target group, and how the target group values the features of the Plantwall product. The survey was divided in two sections: operational group of questions and value group of questions. The operational group focused on the awareness of the product, demand for the product now and in the future, as well as the biggest concerns regarding the product. The value group of questions focused on the target groups values towards the product and its features.

Finding the effective channels to market, the most important features that can be highlighted in the marketing, and the biggest concerns that can be tackled already in marketing were studied in this research. This study challenges the current ways of conducting marketing and presents the new and improved model of marketing, where the results of the survey and studied theories will be taken into consideration.

The author has a personal interest in the company due to the fact that he has been part of its operation since the company started operating in Finland. The opportunity to study Green Fortunes innovative business closely and to conduct a study that will be used by the Green Fortune in Finland as well as in other subsidiaries was the main motivator for the author.

As mentioned earlier the author wanted to improve the marketing and sales of Green Fortune Plantwall in customer oriented manner. Therefore, a literature review was conducted related to business to business marketing, buyer's behavior in business environment, as well as purchasing process. The influences especially on the previously mentioned factors were studied carefully since the survey was heavily focusing on the



values that influence the buying impulse. Based on the literature reviews, the list of the most important topics related to this study was created and prepared in order to conduct the survey. Literature reviews as well as academic learnings created the foundations, based on which questions for the interviews were created. The aim of the interviews was to gain better understanding of the current situation of the Green Fortunes marketing as well as the objective of their marketing. The interviews also confirmed the current state of marketing, its objectives, challenges and strengths. The survey conducted to the target group was compared to the interviews. With the help of these results, together with the theoretical framework, a new and improved marketing model will be presented for the benefit of Green Fortune Finland.

6.2 Main findings

The main findings presented in this chapter can be divided in two, based on the focus of the findings. This is done due to the fact that the questions in the survey could be divided in two groups: operational and value focused questions.

The operational group of questions concentrates on the information relating to the product and the company. It also covers the preferences of the target group when it comes to getting information and discovers the biggest challenges of the product.

The value group of questions concentrates on the values of the target group. These questions focus on the features the target group valued the most in the product. Therefore these questions help to determine the values of the target group in general and it also helps to highlight the most important features in the marketing of the Plantwalls.

From the operational groups, the most important findings suggest that there is a growing demand on these types of products, and the perception of the product is generally positive. However, 27% of the participants were not aware of the product at all. The maintenance and technical setup raised the biggest uncertainty and doubt amongst the target group; architects and designers. Based on the survey, it was realistic to draw a conclusion that the target group prefers to find the information online themselves, rather than receiving direct marketing etc.



Findings of the value group questions suggest that the most valued features of the Plantwall from top to bottom were the workplace atmosphere and the visual aspect (both being valued approximately the same). Close after these features comes green values and the two least valued features were air quality and sound muffling. The two least value features were seen as neutral or positive by-products, but they would not serve as reasons for the purchasing of the product.. The findings described in this chapter are the most important findings that will be used to create more appealing content in the future marketing of Green Fortune Plantwall.

Overall the findings seem logical and somewhat close to what Green Fortune has expected. The challenges, ways to communicate with the target group, as well as the most valued features for the target group were partially unknown. Therefore we can see how the research reached its goal in terms of giving the company reinforcement on their assumptions, while generating new useful information that can be strategically used to increase the sales of the company.

6.3 Managerial implications

This subchapter discusses the implications Green Fortune's managers should take into consideration especially regarding marketing, communications, and development of the company and its strategy. The survey, interviews, and theory studied for this thesis will be put together and the new improvements to the marketing will be presented in this chapter.

First of all, the research shows that green building will have a growing role in the future and the target groups would like to use Plantwall products in their projects. This leads to the conclusion that now would be a good time to invest in marketing of the Green Fortune Plantwall products. When there is a need for products, such as the Plantwall, the company needs to develop its communications and marketing to meet the needs of the clients in order to maximize its capacity. As the survey shows, there is a growing demand for products like Green Fortune's, but the awareness of the company isn't high enough. Therefore achieving the "top of the mind", in other words rising the awareness, is important to satisfy the demand in the market.

Green Fortune's marketing should be divided into two different categories: the architects and interior designers (the gatekeepers) and the real estate owners. Currently the



marketing efforts have been focused on the architects solely due to the lack of resources. In the future, Green Fortune should market itself to the biggest real estate owners in the market as they will be making decisions on their property.

The marketing strategy for architects should be also divided into two: for agencies that have used Green Fortune product the relationship marketing strategy should be used, and those agencies who have not used the products before should be reached as the transactional group. The content of the marketing material should be different for these two groups. Transactional marketing should aim to get the agencies to buy the product, whereas the relationship marketing should be communicational and aim to create for long- term relationship. The initial aim for both of the strategies is to establish long-term relationship where the client buys the products several times.

Based on the facts presented before, Green Fortune should focus its marketing also to businesses that have several offices. Opening a door to one location would be achieved by transactional marketing, but additional sales would be achieved by successful relationship marketing. This would not limit Green Fortune's marketing only towards the architect agencies and therefore it would make the company less dependent on the architects solely.

Clear guidelines for all the marketing strategies should be created in order to create clear processes. The aim of this strategy would be to reach consistency in the marketing and sales efforts.

Based on the survey, the website should have more information on the technical and maintenance aspects of the product. In other words, people seemed to be interested in knowing how the Plantwall is built into the spaces out of nothing. This would help the target group to understand where the product can be used and what it requires from the space. Being more open about the technical and maintenance issues can tackle many concerns that someone might have as they start to consider to use the product.

The most important features of the product the architects and interior designers value should be highlighted in the content of the website. The most important features according to the survey were: workplace satisfaction, visual aspect, and green values. Less important features were air quality and sound muffling. Knowing and marketing the important features will make the product more appealing and also improve the results



in search engines.

Attracting new clients should be done through multiple marketing channels and the product should be always presented with as much information as possible. The website should present all the projects in Finland in order to increase credibility and to showcase how versatile the product is. The website visitors should also have the opportunity to leave their information for more information. In this way the website visits can be transformed into sales leads that the sales pipeline should be full of. The end users (i.e. a restaurant) should be provided with marketing materials that they can use in their own marketing. This in practice would add more channels to Green Fortune's marketing through multipliers, it would create credibility through cases, and it would increase the hits in search engines as well.

Social media should also be used in a more active way to increase visibility, to raise discussion and to provide interesting content, rather than just simply posting pictures of new products. Each picture uploaded to the social media or to the website could be attached with a short story about the whole process to make the viewers interested in the product. This is the reason why the fact that the Swedish partners are administering the global website and social media causes problems, and this challenge needs to be fixed. In the ideal situation, each country should have their own administrators for their own sites or sub-sites, where the most interesting projects and news tailored to each market can be published.

6.4 Suggestion for future research

In this subchapter suggestions for the future study are presented. There are several important topics that could be studied more closely in order to get a better understanding of the target groups' behavior. Although this research covered many topics and reached several members of the target group, Green Fortune should take these findings into consideration and conduct another, more specifically targeted research.

One interesting topic to study would be product development, how the product could be developed, and what features could be added. As mentioned earlier, there are almost unlimited possibilities when it comes to the product development, so it would be interesting to study what type of development the target audience would prefer. Green Fortune Finland has recently finished product development of a new Plantwall product that



has different target audience. This product is a Plantwire, a totally new concept, and therefore a similar study focusing on the product should be conducted before bringing it to the market. This would help the company to maximize the marketing efforts right from the get-go.

The sales process of Green Fortune Plantwall could be researched more closely in order to identify the key factors that could help to create a standard process for sales. This improvement could also bring consistency to the sales. Since the product requires some planning and the architects require some technical information about the product, better sales materials should be developed in order to help the target groups to use Green Fortunes products more, as well as to help them sell the idea internally more efficiently.

The question: "Is the Green Fortune Plantwall brand and its already established sales channels (social media, webpage) appealing to the target group?" could be studied more carefully. By knowing what the most effective sales channels are and how to improve then could increase the revenue of the company.

The benefits of the Plantwall could be studied in order to gain full understanding on how the users see the product. For example, if the study shows that there is correlation between high number of customers and a Plantwall in a cafe, it would be really important information for sales and marketing purposes. This would help Green Fortune's marketing to achieve sustainable competitive advantage.

As a final conclusion it is obvious to see how this research has provided results that can directly be implemented by Green Fortune Finland. The research, theoretical framework, and in-depth analysis of the marketing and sales strategy of Green Fortune Plantwall Finland has provided customer-oriented information that the management of Green Fortune, as well as other similar companies see valuable and realistic to be implemented in the company's future operations.



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8 Appendix

Appendix 1(23) Invitation letter for survey 1/2

Asiantuntijakysely viherrakentamisesta lopputyötä varten.

[View this email in your browser](#)



Tämä on ystävällinen kutsu osallistua arkkitehdeille/sisustusarkkitehdeille suunnattuun kyselytutkimukseen. Kysely on osa Metropolia Ammattikorkeakoulun, International Business and Logistics- linjan lopputyötä.

[Klikkaa tästä vastataksesi kyselyyn](#)

Appendix 2 (23), Invitation letter for survey 2/2

Tämä on ystävällinen kutsu osallistua arkkitehdeille/sisustusarkkitehdeille suunnattuun kyselytutkimukseen. Kysely on osa Metropolia Ammattikorkeakoulun, International Business and Logistics- linjan lopputyötä.

[Klikkaa tästä vastataksesi kyselyyn](#)

Lopputyöni tarkoituksena on löytää mahdollisia ongelmakohtia Greenfortune Plantwall Oy- viherseinien käyttöön liittyen. Tämän tutkimustuloksen pohjalta on tarkoituksena kehittää markkinointiviestintää palvelemaan paremmin arkkitehtien ja sisustusarkkitehtien tarpeita vastaavaksi. Kyselyn tarkoituksena on kartoittaa arkkitehtien ja sisustusarkkitehtien tietoisuutta, suhtautumista ja toiveita saada informaatiota Greenfortune Plantwall – kasviseinistä.

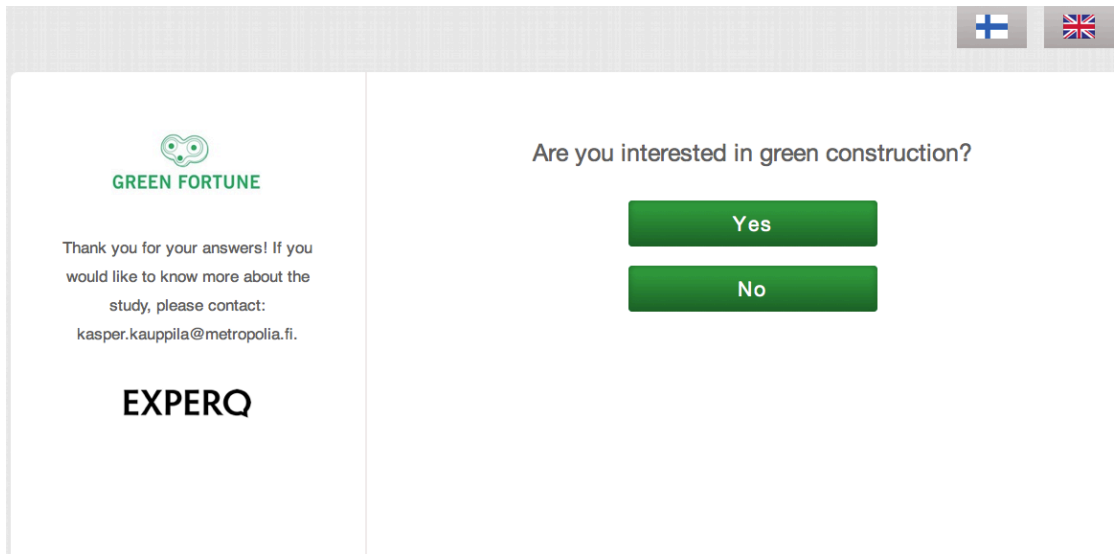
Kyselyyn vastaaminen vie noin 5 minuuttia. Kaikki vastaukset käsitellään täysin nimettömästi, eikä osallistujien nimiä tai yritystä julkaista. Kyselyssä on 12 monivalintakysymystä ja lyhyt avoin palautekenttä lopussa. Kysely on rakenteeltaan kevyt ja nopea tehdä, mutta toivon, että vastaatte siihen ajatuksella. Toivon, että vastaatte viimeistään 27.11.2013 mennessä.

Toivoisinkin saavani mahdollisimman monta vastaajaa kyselyyni, jotta tuloksia voidaan pitää luotettavina!

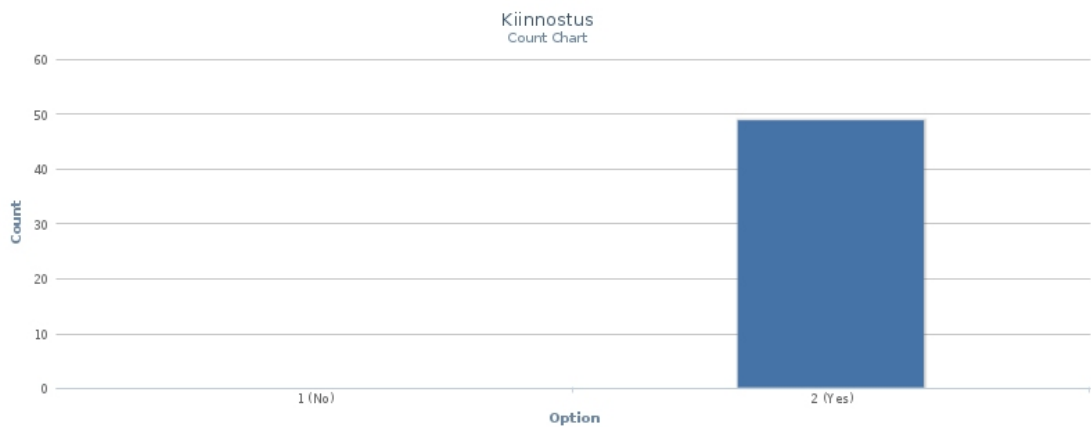
Lämmin kiitos arvokkaista mielipiteistäsi ja hyvää joulunodotusta!

Kasper Kauppila
041 440 5464

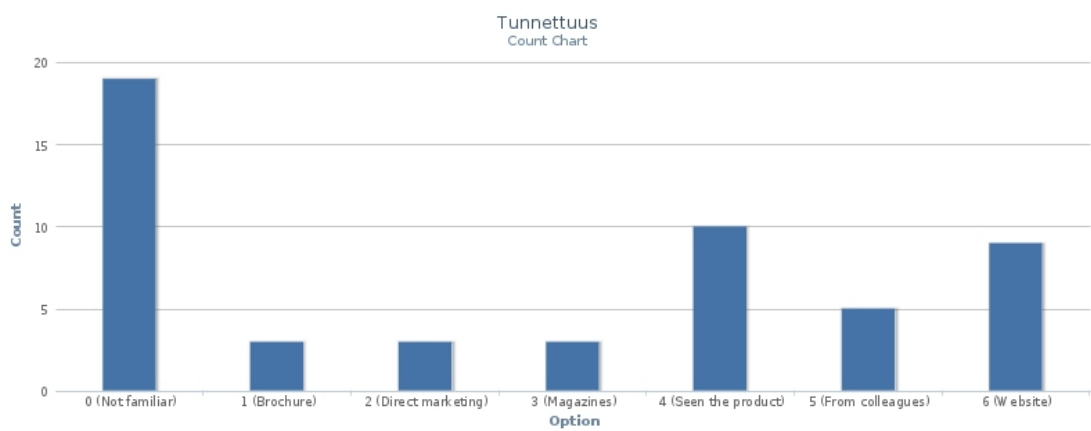
Appendix 3 (23), Example of the survey view to respondent



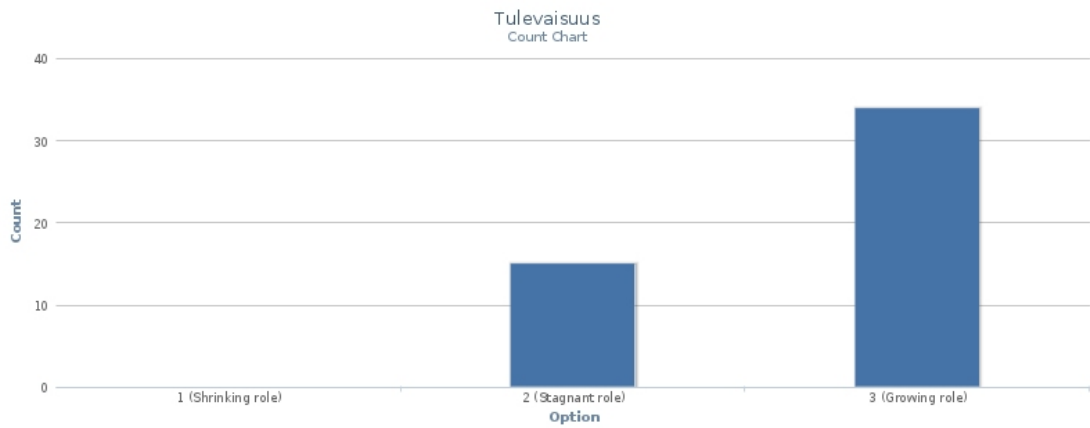
Appendix 4 (23), Interest in green building



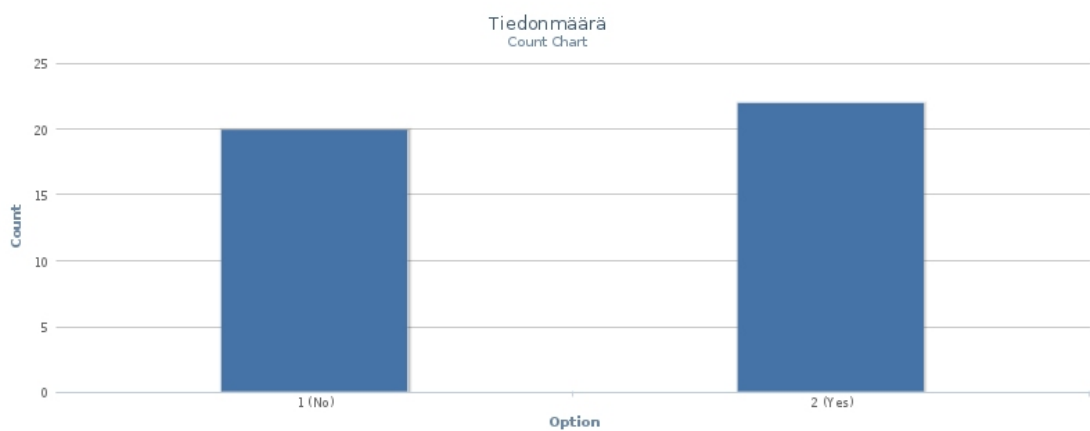
Appendix 5 (23), Awareness of the product



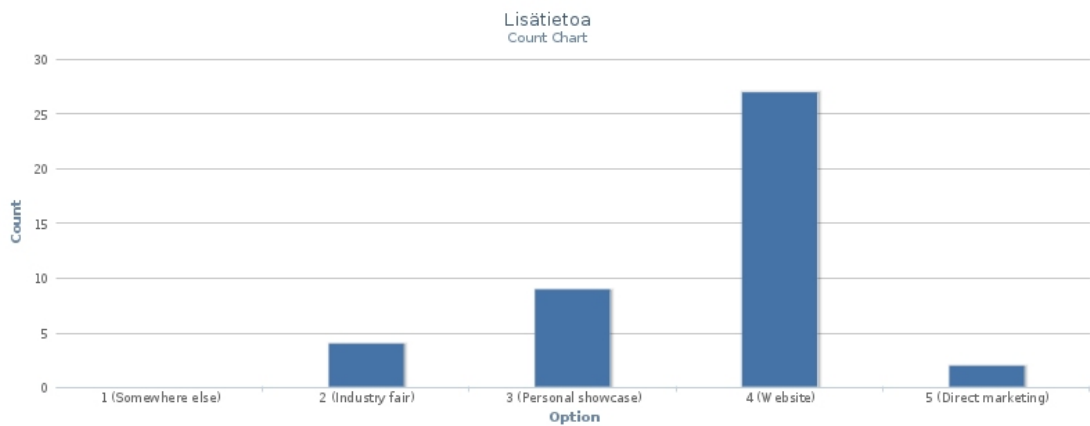
Appendix 6 (23), Future of green building in Finland



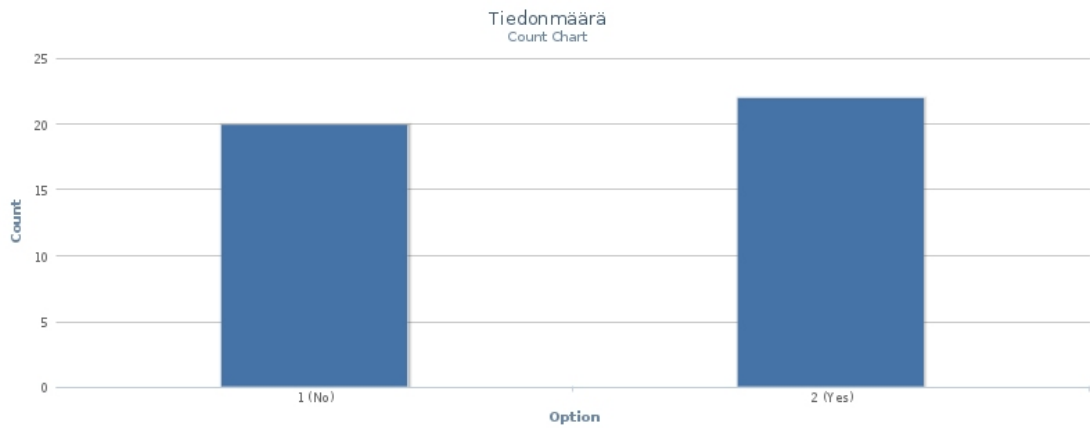
Appendix 7 (23), Challenges of using the product



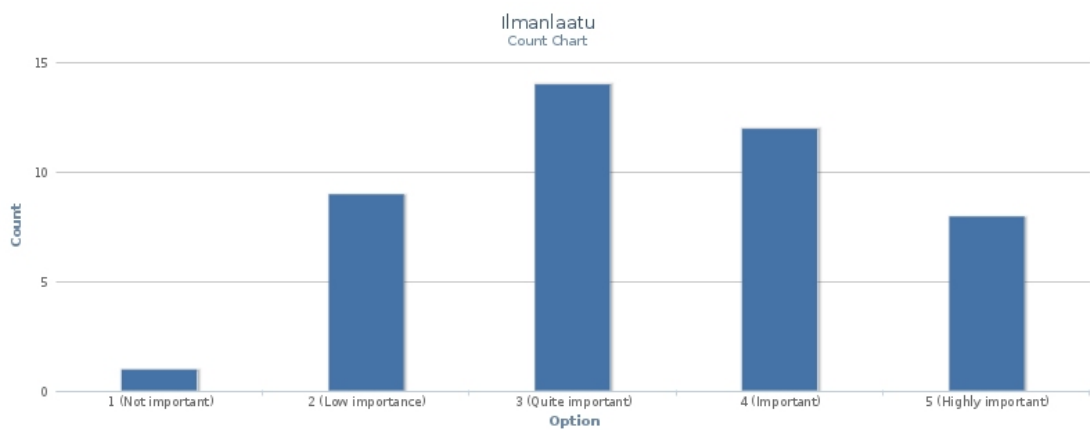
Appendix 8 (23), How would you like to receive additional information



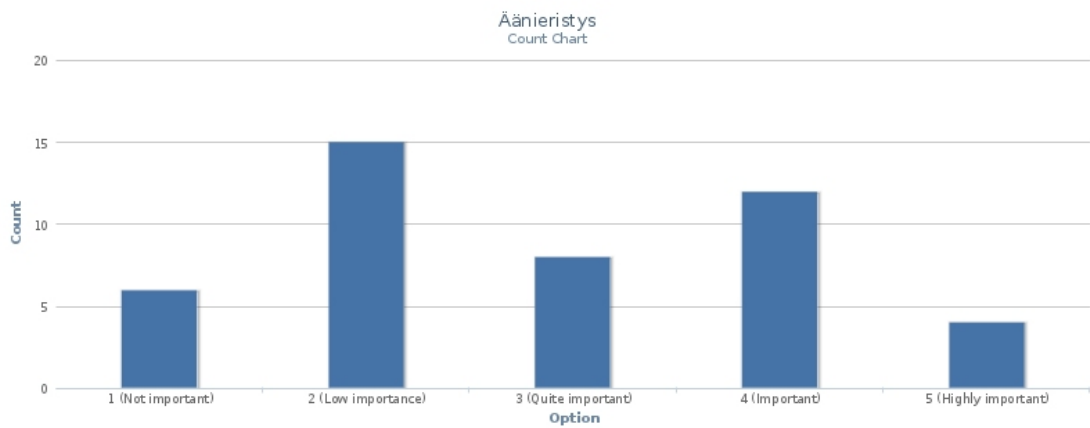
Appendix 9 (23), Do you have enough information of the product to use it



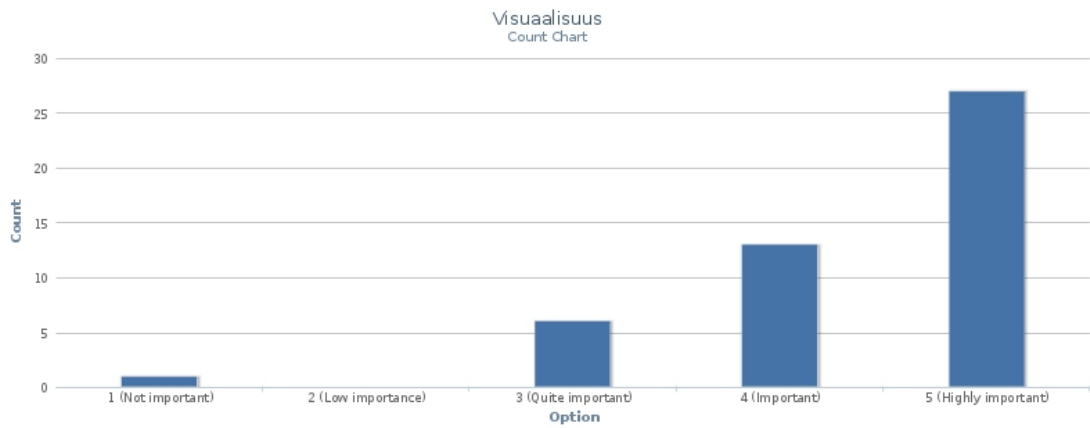
Appendix 10 (23), Importance of Features: Air Quality



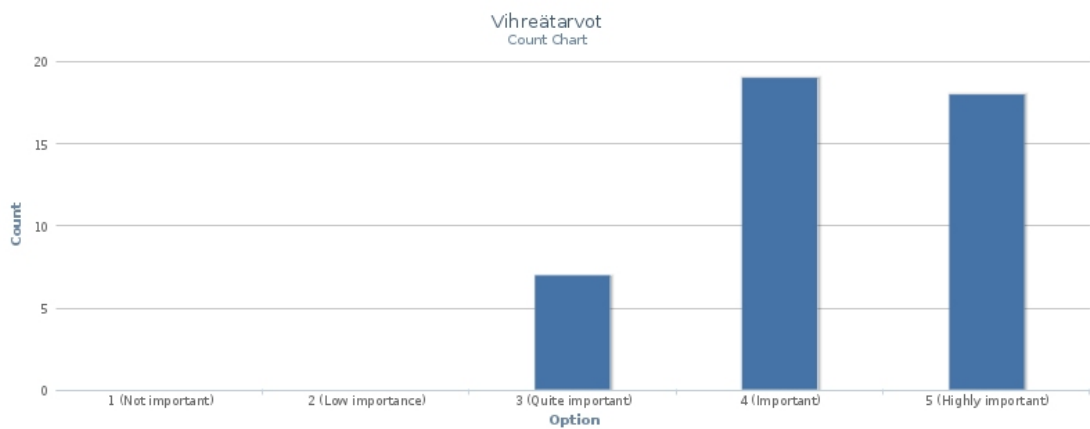
Appendix 11 (23), Importance of Features: Sound muffling



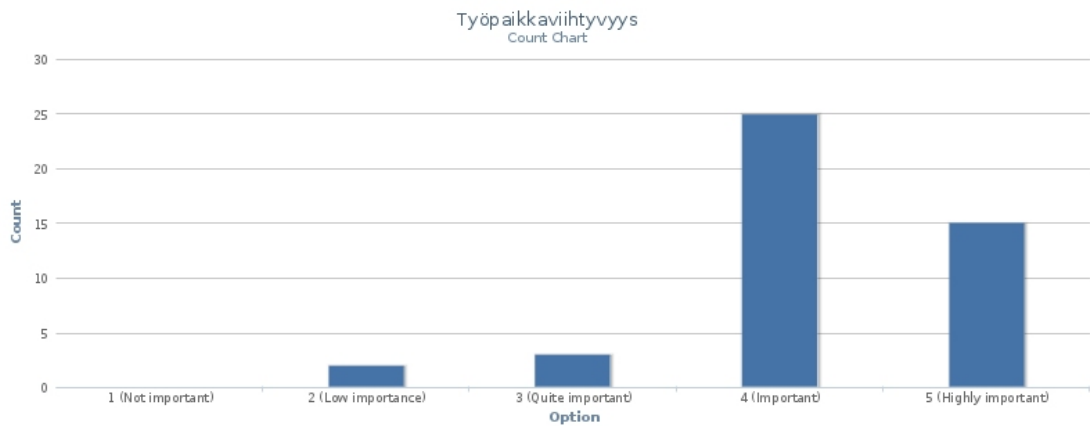
Appendix 12 (23), Importance of Features: Visuality

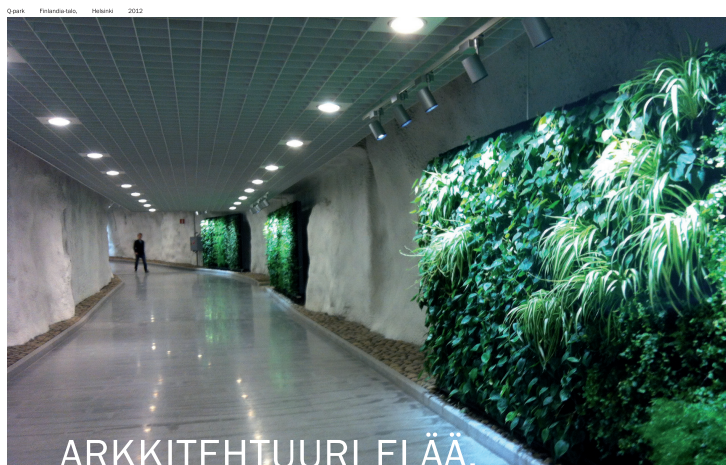


Appendix 13 (23), Importance of Features: Green Values



Appendix 14 (23), Importance of Features: Workplace satisfaction





ARKKITEHTUURI FLÄÄ.
 NIIN MYÖS SEINÄMME.

Appendix 16 (23), Green Fortune Brochure page 2/6

Jo neljän vuoden ajan GREENFORTUNE PLANTWALL FINLAND on tuonut erilaisiin ympäristöihin elävää vihreyttä, jonka inspiroiva läsnäolo luo tilaan aivan ikioman tunnelmansa. Plantwall-kasviseinä myös tuottaa happea, puhdistaa ilmaa, sitoo pölyä ja toimii akustisena elementtinä.

Suomessa Plantwall-kasviseiniä löytyy merkittävistä julkisista tiloista samoin kuin yritysten omista toimitiloista. Viimeisimpiä rakennuskohteitamme ovat Nokian tutkimuskeskuksen kasviseinät Espoon Otaniemessä, Finlandia-talon paikoitushallin käytävän kuusi kasviseiniä sekä Kauppakeskus Kluuvin kasviseinä.

Suurin Plantwall-kasviseiniämme on kooltaan 5x13 metriä ja sijaitsee Biolanin uudessa pääkonttorissa. Seinä on myös kaikkien aikojen korkein Plantwall. Vanhin, noin 9-vuotias kasviseinä sijaitsee Tukholmassa. Kasviseiniämme kasvatetaan luonnonmukaisesti ja ne taipuvat myös eri muotoihin. Olemme päälystäneet mm. pyöreitä hissitorneja.

Konseptimme on kehitetty ja perusteellisesti testattu Ruotsissa, josta idean innostamat edelläkävijäarkkitehdit ja sisustussuunnittelijat ovat vieneet sen mukanaan jo 11 maahan tuomaan luonnon lumoa sinne, mistä metsät ja niityt ovat kaukana.

Muihin referensseihimme voit käydä tutustumassa kotisivuiltamme.

www.greenfortune.com



Appendix 17 (22), Green Fortune Brochure page 3/6



Appendix 18 (23), Green Fortune Brochure page 4/6



Appendix 19 (23), Green Fortune Brochure 5/6



Aislaajottomisto Kroggerus, Helsinki 2011

Appendix 20 (23), Green Fortune Brochure 6/6

GREEN FORTUNE

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www.greenfortune.com

URBAN CULTIVATION BY GREEN FORTUNE



Appendix 21 (23), Green Fortune Plantwall's Facebook front page

Green Fortune

Kasper Etusivu

Green Fortune
Tuote/palvelu

Tykkätyt Seurataan Viesti

Aikajana Tietoja Kuvat Tykkäämiset Videot

IHMISET >

1 176 tykkäystä

Reine Nina, Louise Dahl ja 9 muuta tykkäävät tästä.

Kutsu kavereitasi tykkäämään tästä sivusta

Julkaisu Kuva/video

Kirjoita tälle sivulle...

Green Fortune
5 tuntia sitten

Plantwall foilage at Gustavsbergs vårdcentral.

Appendix 21 (23), Green Fortune Plantwall's Facebook front page

Green Fortune

Kasper Etusivu

Aikajanakuvat
Tykkää · Kommentoi 37


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Appendix 22 (23), Green Fortunes Instagram account



greenfortune -
greenfortune Urban Cultivation is our vision. It stems from a fictive future where plants and cultivation has become a more integrated part of modern urban life.
<http://www.greenfortune.com>

50 posts 247 followers 320 following

Välkommen åter!

Following

