

PLANNING A SUCCESSFUL MARKETING COMMUNICATION CAMPAIGN

Case: Flatland promotion tour 2007

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ABSTRACT

The aim of this thesis is to find out the key points of marketing communication planning framework. This framework is the basis for planning and implementing the Flatland promotion tour, Flatland Tour 2007.

The study is divided into two parts, the theory part and the empirical. The theory part explains marketing communication as a term and introduces two planning frameworks. These planning frameworks are taken into practice in empirical part, when planning a promotion tour for Flatland. In the empirical part there is collected information on what possible co-operators and sponsors want to know about the format of the tour. This information is highly important when negotiating co-operation or sponsorship.

The sources used include literature of the studied field and websites. The literature has been mainly based on the marketing and marketing communications. In addition, relevant and up to date information on the operating environment has been collected by interviewing.

The main observation of the thesis is in which order the planning should be implemented to be able to implement the actual project as well as possible.

Key words: marketing communication, promotion, campaign planning and advertising

Lahden ammattikorkeakoulu
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TIIVISTELMÄ

Tutkimuksen tavoitteena on selvittää markkinointiviestinnän kampanjasuunnitteluprosessin tärkeimmät vaiheet. Tämä suunnitelma on pohjana Flatland Tour 2007-promootiokiertueen suunnittelulle ja toteutukselle.

Tutkimus jakaantuu kahteen osaan, teoriaan ja empiiriseen osaan. Teoria-osassa kerrotaan markkinointiviestinnästä käsitteenä ja esitellään kaksi kampanjasuunnittelumallia. Tutkimuksen empiirisessä osassa tätä mallia hyödynnetään kiertueen suunnitteluprosessissa. Empiriaan on kerätty myös informaatiota siitä, mitä mahdolliset yhteistyökumppanit ja sponsorit haluavat tietää kiertueen sisällöstä, sillä tämä tieto on hyödyllistä kun neuvotellaan yhteistyökumppaneiden kanssa.

Käytetty lähdeaineisto sisältää kirjallisuutta tutkimusalueelta sekä internetsivustoja. Kirjallisuus koostuu pääasiassa markkinointia ja markkinointiviestintää käsittelevistä teoksista. Lisäksi, tarpeellista ja ajankohtaista tietoa on hankittu haastattelemalla.

Opinnäytetyön keskeinen ja tärkein havainto oli se, missä järjestyksessä kampanjasuunnitelma tehdään jotta toteutus onnistuisi mahdollisimman hyvin.

Asiasanat: markkinointiviestintä, promootio, kampanjasuunnittelu ja mainonta

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1 INTRODUCTION

This study is mainly based on marketing communications planning process. The case is the Flatland promotion tour. Therefore, first, the theory part of this study will explain what marketing communication is all about. The first chapter of this thesis is marketing mix as it is the basis for understanding what marketing communication is. Also different mix elements are to be named in this particular chapter.

The case project is the Flatland promotion tour and dealing with the planning process of that, the theory part of the study includes marketing communication planning process, its different phases and elements. This gives the base for the actual case. Planning a successful campaign for a promotion tour is not as easy as it might sound. It can be compared to business planning as it contains many different phases that play an important role. There are tools for successful campaign planning. Therefore, offering these tools, the promotional mix is one of the most important elements when planning a promotion tour. These tools are also used in the case. One of these is sponsorship. Why is sponsorship one important tool of this particular case, Flatland tour, and why has it become more popular.

At this point one might be wondering what the Flatland Tour 2007 is and what is BMX Flatland in general. Therefore in the beginning of the empirical part and the case, the Flatland is to be explained to give an idea.

1.1 Objectives of the study

The objective of this study is to find out the key points of the campaign planning process and how a promotion campaign should be planned all in all. The planning process for the Flatland Tour 2007 already started in May 2005. It is a new concept in Finland and therefore time-consuming. This study was made to support the ideas and putting all the ideas in the marketing communications planning

framework (MCPF). This framework helps scheduling of the work. It also helps picturing the SWOT-elements, name the elements and to look at them critically.

In this study the term marketing communications is clarified as it might be unclear as a term. After the theory part it should be clear what marketing communications is all about and how it correlates with the marketing mix and the four P's. The history of four P's is interesting and that is why the study will find out, how this whole marketing mix idea was born.

The study will be a good basis for further planning as all the phases are known and put in order. The possible investors can consider this study as an information booklet as it offers all the details of the tour except the names of the sponsors and co-operators that the tour already has.

1.2 Research problem and the limitations of the study

This study only aims to discover the key factors of campaign planning process. Planning and scheduling is a very challenging task and that can be implemented in various ways. The limitation of this study is that especially as the case project Flatland Tour 2007 is to be launched after one year, it is almost impossible to make a plan that will not change at all. The possible investors, sponsors and co-operators will have their wishes about the schedule and the image, so changes are happening all the time and the plan is living. This is considered as a research problem. Some things cannot be decided until negotiations with potential sponsors and this will happen in summer-autumn 2006. Those negotiations will affect every part of the planning process and therefore limits the planning at this stage.

2 MARKETING MIX

As this study is based on marketing communications planning framework (MCPF), there is a need to state what marketing communications as a term is.

Marketing communication is one part of marketing mix and the best way to clarify the idea is to go through what this marketing mix thinking is all about.

The marketing mix approach to marketing is a model of crafting and implementing marketing strategies. It stresses the "mixing" or blending of various factors in such a way that both organizational and consumer (target markets) objectives are attained (Borden 1964, 7).

The model was developed by Neil Borden who first started using the phrase in 1949. Borden claims the phrase came to him while reading James Culliton's description of the activities of a business executive:

An executive is "a mixer of ingredients, who sometimes follows a recipe as he goes along, sometimes adapts a recipe to the ingredients immediately available, and sometimes experiments with or invents ingredients no one else has tried". (Culliton 1948, 10.)

When blending the mix elements, the marketer must consider their target market. They must understand the wants and needs of the market, meaning the customer. Then they use these mix elements in formulating appropriate marketing strategies and plans that will satisfy these needs. The mix must also meet or exceed the objectives of the organization. As Borden put it, "When building a marketing program to fit the needs of his firm, the marketing manager has to weigh the behavioral forces and then juggle marketing elements in his mix with a keen eye on the resources with which he has to work." (Borden 1964, 365.) A separate marketing mix is usually crafted for each product offering or for each market segment, depending on the organizational structure of the firm. Borden goes on to

suggest a procedure for developing a marketing mix. He claims that you need two sets of information; a list of important elements that go into the mix, and a list of forces that influence these decision variables.

2.1 Four P's

The most common variables used in constructing a marketing mix are price, promotion, product and distribution (also called placement). First suggested by Jerome McCarthy, they are sometimes referred to as the four P's. McCarthy said that marketers have essentially these four variables to use when crafting a marketing strategy and writing a marketing plan. In the long term, all four of the mix variables can be changed, but in the short term it is difficult to modify the product or the distribution channel. Therefore in the short term, marketers are limited to working with only half their tool kit. This limitation underscores the importance of long term strategic planning. (McCarthy 1960, 54.)

2.2 Four C's

McCarthy's four P's look at marketing from the perspective of the marketer. It describes what variables marketers have to work with, and hence is sometimes referred to as a marketing management perspective. Robert Lauterborn (1990, 26) claims that each of these variables should also be seen from a consumer's perspective. This transformation is accomplished by converting Product into "customer solution", Price into "cost to the customer", Place into "convenience", and Promotion into "communication". He calls these the four C's. In this study the promotion part is stressed most. The study explains the idea of promotion being equal to marketing communication.

2.3 Other decision variables of marketing mix

Shortly after McCarthy developed the four P's, Borden devised a model with twelve decision variables. They were product planning, pricing, branding, channels of distribution, personal selling, advertising, promotions, packaging, display, servicing, physical handling, and fact finding. (Borden 1964, 363.)

Another set of marketing mix variables were developed by Albert Frey. He classified the marketing variables into two categories: the offering, and process variables. The "offering" consists of the product, service, packaging, brand, and price. The "process" or "method" variables included advertising, promotion, sales promotion, personal selling, publicity, distribution channels, marketing research, strategy formation, and new product development. (Frey 1961, 26.)

More recently, Booms and Bitner (1981, 12-25) built a model consisting of seven P's. In addition to product, price, promotion, and place, they included people, physical evidence, and process. "People" was added, to recognize the importance of the human element in all aspects of marketing. They added "process" to reflect the fact that services, unlike physical products, are experienced as a process at the time that they are purchased. "Physical evidence" or "peripheral clues" reflects the physical surroundings associated with a service encounter or retail location. Other marketing theorists include "partners" as a mix variable because of the growing importance of collaborative channel relationships.

The marketing mix model is often expanded to include sub-mixes. For example, the promotion variable can be further decomposed into a promotional mix consisting of advertising, sales promotion, personal selling, publicity, direct marketing, undercover marketing, viral marketing, and e-marketing. Within the promotional mix, advertising can be further broken down into an "advertising media mix" that specifies how much emphasis is placed on television ads, radio ads, newspaper ads, internet ads, magazine ads, etc.

Mix coherency refers to how well the components of the mix blend together. A strategy of selling expensive luxury products in discount stores has poor coherency between distribution and product offering.

Mix dynamics refers to how the mix must be adapted to a changing business environment, to changes in the organization's resources, and to changes in the product life cycle.

2.4 Criticism against the mix process

Against the mix process generally, reengineering theorists claim that it re-enforces functional divisions within a company that lead to inefficiencies. According to Hammer and Champy (1993, 33), rather than organizing a firm into functional specialties (like marketing, sales, advertising, marketing research, new product development, public relations, etc.) and looking at the tasks that each function performs, we should be looking at complete processes from materials acquisition, to production, to marketing and distribution and customer satisfaction.

Also Peter Doyle (2000, 153) claims that the marketing mix approach leads to unprofitable decisions because it is not grounded in financial objectives such as increasing shareholder value. According to Doyle it has never been clear what criteria to use in determining an optimum marketing mix. Objectives such as providing solutions for customers' needs at low cost have not generated adequate profit margins. Doyle claims that developing marketing based objectives while ignoring profitability has resulted in the dot-com crash and the Japanese economic collapse. He also claims that pursuing a ROI (return on investment) approach while ignoring marketing objectives is just as problematic. He argues that a net present value approach that maximizes shareholder value "provides a rational framework" for managing the marketing mix. There was a brief history of the marketing mix idea and how there are different elements in it depending from which angle we are looking at it.

There is no reason going deeper in this whole marketing mix idea. It was important to explain it briefly to understand how it is interacting with the following part, Marketing communications.

3 MARKETING COMMUNICATIONS

The American Marketing Association suggests that Marketing is:

"the process of planning and executing the pricing, promotion, and distribution of goods, ideas, and services to create exchanges that satisfy individual and organizational goals." (The American Marketing Association Online)

Another definition, perhaps simpler and more universal, is the process of moving people closer to making a decision to purchase, use, follow, refer, upload, download, obey, reject, conform, become complacent to another person's, society's or organization's value. Simply, if it doesn't facilitate a "sale" then it's not marketing. (Wikipedia 2006.)

3.1 The role and tasks of marketing communications

When discussing marketing and marketing communications, there might be confusion with the terms. One might not know what those terms really mean, and what the difference between those two terms is. Here what marketing communication is all about is briefly explained. It was mentioned in the previous chapter that the promotion part of the marketing mix is often referred to as marketing communication. In this part the idea is explained in more detail.

"Even the services or the products that you manufacture would be the best in the world, what difference does it make, if the customers are not aware of them or they disagree?" (Vuokko 1996, 10.)

If the potential customers are not aware of the product, there cannot be demand for the product. And if there is something else that can satisfy needs, demand cannot exist or if the opinion about the product is negative. To solve these problems, one has to inform about the product and also to affect the opinions towards the product so that the opinions would be positive. Marketing communication is one of a company's competition methods. It is a method with which the company can inform, persuade, convince and remind the market. Another way to describe what marketing communication is that it is communication that helps to affect the market situation and that way to increase demand for the products that the company has. (Vuokko 1996, 10-11.)

Typically when there is a discussion about competition, the 4 P's are brought up, product, price, place and promotion. The last P, promotion equals to marketing communications. To simplify the idea, Marketing mix idea is explained through Figure 1.



Figure 1: Marketing Mix (Vuokko 1996, 11)

The figure needs some explanation, because it is important to keep in mind that marketing communications is not the only method that the company uses in communicating of a product. Also other parts of the marketing mix have communication potential. (Vuokko 1996, 11.) Just to give an example, price can communicate about the quality of the product as well as the distribution. Consumer can consider an inexpensive product as poor quality product. Or if the distribution channel is wrong, it can very much affect the image of the product.

One very important product-related communicational factor is a trademark. It can have a great communicational surplus for the product. A trademark can tell about the quality, manufacturer, price and so on. This kind of silent communication can be very significant; only seeing or hearing this can create strong visions and images. That it is why building trademarks is considered an important task. (Vuokko 1996, 12.)

So every part of marketing and marketing mix is communication. Every factor of the product tells you something, the price, the distribution, the promotion, and the product it self. All these factors together make the image for the product.

Against McCarthy's four P's, some claim that they are too strongly oriented towards consumer markets and is not an appropriate model for industrial product marketing. Others claim it has too strong of a product market perspective and is not appropriate for the marketing of services

4 PLANNING A MARKETING COMMUNICATION CAMPAIGN

In the previous chapter the roles and tasks of marketing communication was explained through marketing mix. It was also mentioned that marketing is "the process of planning and executing the pricing, promotion, and distribution of goods, ideas, and services to create exchanges that satisfy individual and organizational goals." (The American Marketing Association 2006.) So this leads to planning, that is a core part of this thesis. The case of this thesis is the Flattour

2007. It is a promotion tour that can be only implemented through a planning process. Here it will be explained what is this process called planning.

Planning is the management function that is concerned with defining goals for future organizational performance and deciding on the tasks and resources to be used in order to attain the said goals. To meet the goals, managers will invest significant resources for training and incentives to motivate employees. A lack of planning or poor planning can hurt an organization's performance. (Wikipedia, 2006.)

Planning framework with different phases and elements seems to be quite the same in all kinds of planning whether the planning was marketing communication planning or advertising planning.

When planning an advertising campaign it is highly important to speak to the target audience, meaning the consumers, both buyers and/ or users. One should be able to stand out from the other advertisers and also keep in mind to discover new ideas maintaining the way of doing things. (Bergström and Leppänen 2002, 263.) This means in practice that even the company would come up with some new ideas, they should always carry them through maintaining consistency. For example using the same colours in advertisements or the same theme even some other things were changed.

To make the task easier thinking how to start planning a new campaign there are some basic questions to be asked. Here are some principal tasks the managers are to decide when planning a campaign:

1. Who should receive the message?
2. What the message should say?
3. What image of the organisation/brand receivers are expected to retain?
4. How much is to be spent establishing this new established image?
5. How the messages are to be delivered?

6. What actions the receivers should take?
7. How to control the whole process once implemented?
8. What was achieved?

More than one message is transmitted and there are more than just one target audience. This is important, as recognition of the need to communicate with multiple audiences and their different information requirements, often simultaneously, lies at the heart of marketing communications. The aim is to generate and transmit messages which present the organisation and their offerings to their various target audiences, encouraging them to enter into a dialogue. The messages must be presented consistently and they must address the points stated above. It is the skill and responsibility of the marketing communications planner to blend the communications tools and to create a mix that satisfies these elements. (Fill 1999, 618-619.)

4.1 Elements of planning

Planning a campaign is not just thinking about the target audience and its needs. There is so much more in it. To make a successful campaign, one should follow few guidelines consistently. As it is said, when one plans something well, it is half way done. So it seems to be in campaign planning. In this chapter two campaign planning frameworks are to be introduced.

There are several elements which should be considered when planning a campaign. The table of Bergström and Leppänen (2002, 265) consists of nine different phases that should be taken into account in planning process. These phases are shown in table 1.

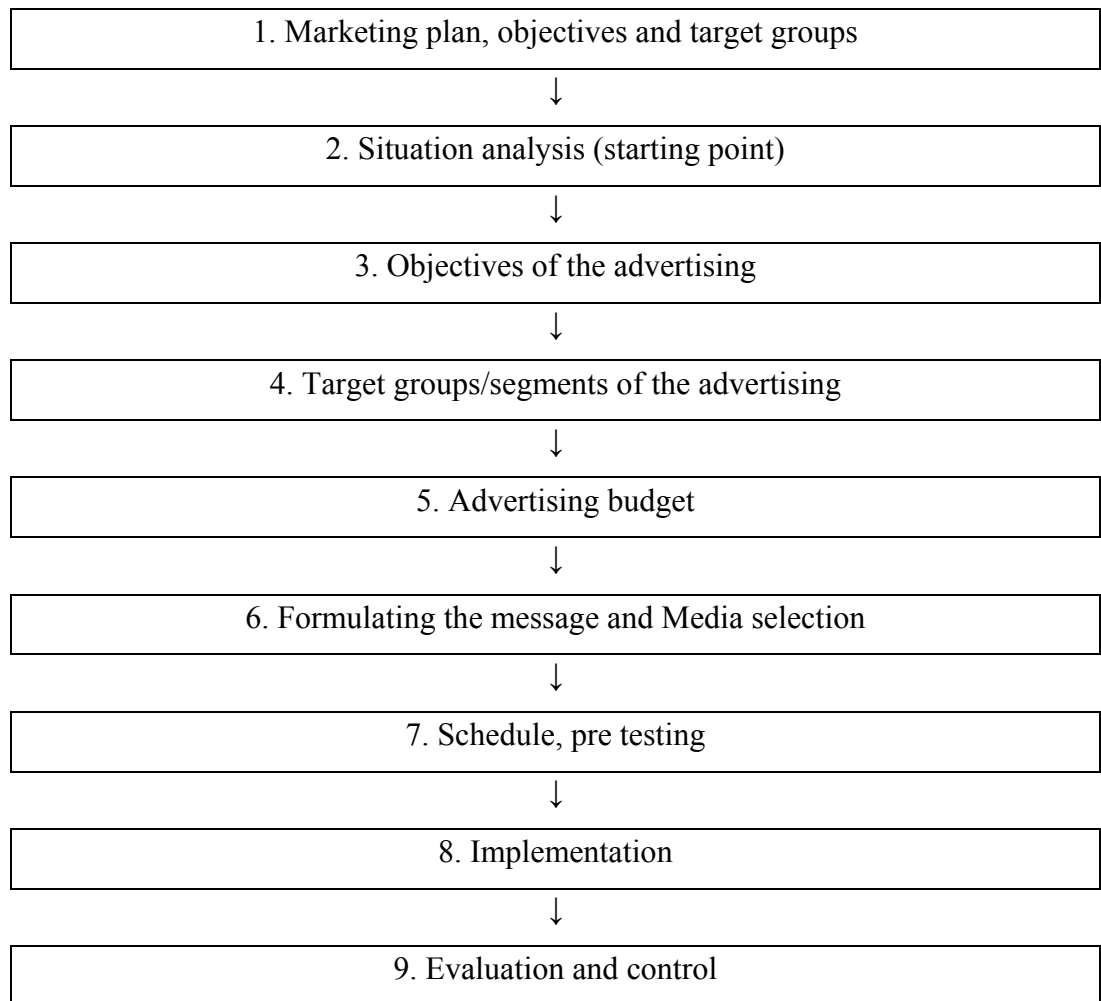


Table 1: Phases of the campaign planning (Bergström and Leppänen 2002, 264)

In the following part the phases in Table 1 are discussed to clarify the meaning of those elements.

1. Marketing plan, objectives and target groups

When preparing advertising or other campaign one should start with marketing plan. This plan should include:

- target audience/audiences
- market share objectives
- Sales- and profitability objectives.

Marketing strategy is perhaps one of the most important phases in the whole planning process as the planning is based on marketing plan of the company.

2. Starting point situation analysis

In situation analysis the present situation on which the advertising aims to affect is taken under consideration. For example:

- Who buys, who do not buy
- Where they buy from and how
- Market potential
- Competition and competitors advertising
- Sales volume and progression
- Present market shares
- What is to be advertised?

3. The objectives

The objectives of a campaign must be defined as concretely as possible in Euros, quantities, percentages so that the results are easier to monitor and evaluate. The objectives can be, for example, to get new customers or to motivate the staff to sell better.

4. Target groups/segments of the advertising

In the fourth phase, the target market with different target groups is to be defined. This is done with the help of segmentation. This means that the different target

groups are defined as well as possible with lifestyle factors. For example Finnish, over 18 year olds that live in the rural areas.

5. Budget

Budgeting is successful if the budget meets the objectives of the campaign. Advertising should be profitable. With the help of advertising, the company should get the money invested back among time. This is when it has reached the customers and the objectives have been fulfilled. So this means it should correlate with the objectives. A small company with a small budget cannot implement huge campaigns because the budget affects the media selection. The problem with advertising is that it has long term effect so the effects will not show up immediately after the campaign.

Here is a figure from Optio Markkinointi (Korkeamäki *et al* 1996, 37) that helps to understand the marketing input and output idea.

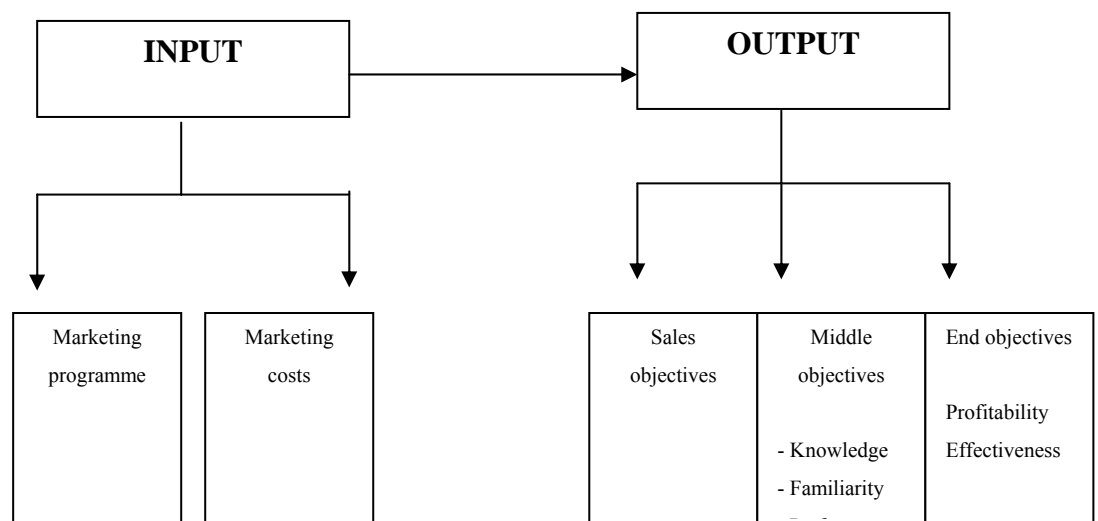


Figure 2: The input output model of marketing (Korkeamäki *et al*, 1996, 37)

6. Formulating the message and Media selection.

The objective of the campaign is the base for the message to be sent and media selection. There should be only one task at the time for the campaign, not several tasks. Media selection is a core part of this phase because after the message is modified the next one should think how to send this message. Which way is the most inexpensive and effective. In this phase the schedule should be designed as well. Should the advertising be situated to time just before the season or is the advertising continuing.

Centralised advertisement is used with:

- a. season products, or with products which have a short selling period
- b. new or just launched products
- c. Event marketing. In this case the advertising input is increasing when the event is getting closer.

Durable advertising is used in a situation where

- d. advertising for regular customers
- e. advertising for products that are often purchased
- f. advertising for retail stores
- g. There is a battle of the market shares

Disconnected marketing when:

- h. the company lacks money
- i. the product is purchased irregularly
- j. there is season related changes in the sales of a certain product

7.-9. Schedule, pre testing, evaluation and control

Great and expensive campaigns can be pre tested before the actual launching of the campaign. The effectiveness of the campaign is monitored all the time along the campaign. This is possible with the help of different feed-back-elements. For example the amount of competition answers phone calls or sales. It is highly important that evaluation of the result is taken as one phase of the whole campaign planning process. The evaluation has to be taken into account also in the campaign budget. (Bergström and Leppänen 2002, 264)

According to Fill, there are only seven phases in marketing communications planning framework. Those are:

1. Context analysis (CA)
2. Promotional objectives
3. Marketing communications strategy
4. Promotional mix (methods and tools)
5. Budget
6. Schedule
7. Evaluation and control

(Fill 1999, 620)

Even these both planning frameworks seem to have their similarities, they have differences as well. In the following chapter it will be briefly explained what these Fill's seven steps hold inside.

1. Context analysis

The first element of Fill's (1999, 620) Marketing communications planning framework (MCPF) is the context analysis. The purpose of compiling a context

analysis (CA) is to determine and understand the key market and communication drivers which are likely to influence (or already influencing) a brand (or organisation) and either help or hinder its progress towards meeting its long-term objectives. CA is different from the situation analysis, because the situation analysis considers a range of wider organisational factors, most of which are normally considered in the development of marketing plans (while the communication focus is lost).

The CA presents information and clues what the promotional plan needs to achieve. Information and market research data about the target audiences (their needs, perception, motivation, attitudes and decision-making characteristics), the media and people they use for information about offerings, the marketing objectives and time-scales, the overall level of financial and other resources that are available, the quality and suitability of agency and other outsourced activities, and the environment in terms of societal, technological, political and economic conditions, both now and at some point in the future.

Marketing plan is at the root of the CA. Marketing plan have already been prepared and contains important information about the target segment, the business and marketing goals, competitors and the time scales on which the goals are to be achieved.

The rest of the CA seeks to elaborate and build upon this information so as to provide the detail in order that the plan can be developed and justified.

The main components of the context analysis are:

- 1) The business context

- Corporate and marketing strategy and plans

- Brand/Organisation analysis

- Competitor analysis

2) The customer context

Segment characteristics

Levels of awareness, perception and attitudes towards the brand /organisation

Level of involvement

Types of perceived risk

DMU (Decision making unit) characteristics and issues

3) The stakeholder context

Who are the key stakeholders and why are they important?

What are their communication needs?

4) The organisational context

Financial constraints

Organisation identity

Culture, values and beliefs

Marketing expertise

Agency suitability

5) The environmental context

Social, political, economic and technological restraints and opportunities

2. Promotional objectives

Promotional objectives consist of three main elements:

1) Corporate objectives

These are derived from the business or marketing plan. They refer to the mission and the business area that the organisation believes it should be in.

2) Marketing objectives

These are derived from the marketing plan and are output-oriented. Normally these can be considered as sales-related objectives, such as market share, sales revenues, volumes, ROI (Return on investment) and profitability indicators.

3) Marketing communication objectives

These are derived from an understanding of the current context in which a brand exists and the future context in the form of where the brand is expected to be at some point in the future. These will be presented as awareness levels, perception, comprehension/knowledge, attitudes towards and overall degree of preference for the brand. The choice of communication goal depends upon the tasks that need to be accomplished. In addition, most brands need either to maintain their current brand position or reposition themselves in the light of changing contextual conditions. A comment on positioning intentions should be made at this point.

3. Marketing communications strategy

The communication strategy should be customer oriented, not method oriented. Therefore, the strategy depends upon whether the target is the trade, the end user or all stakeholders. At this point the the basic form and style of the key message is presented. Is there to be a lot of copy or just a little? Is there to be a rational or emotional approach, or something in between those two? What should be the tone of visual messages? Is there to be a media blitz?

4. Promotional mix (methods and tools)

At this point, the promotional mixes need to be considered for each of the strategies proposed; that is, a mix for the consumer strategy, a mix for the trade strategy and a distinct mix for the communications to reach the wider array of stakeholders.

The choice of promotional methods should clearly state the methods and the media to be used. A short paragraph justifying the selection is very important, as the use of media in particular is to a large extent dependent upon the nature of the goals, the target audience and the resources.

<p>COMMUNI- CATIONS</p> <ul style="list-style-type: none"> - advertising - SP (Sales promotion) - Personal selling - PR (Public relations)
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Figure 3: The means of competition of a company, (Bergström & Leppänen 2000, 81)

Figure 3 is only a part of source materials figure, that will be shown in following chapter 4.3. This piece of figure simply gives an idea of the promotional, communications mix.

5. The Schedule

After the promotional mix, it is time for scheduling. It is a bit confusing as Fill states in his table that the order of the element goes so that the budget comes before the scheduling, but then he claims that after the promotional mix comes the scheduling. I think the budgeting should have had its place long before in the beginning. That helps the plans to stay inside the cost limits.

However, the meaning of this fifth point is to schedule the use of the methods and the media. This is the best achieved by the production of a Gantt chart. Events should be scheduled according to the goals and the strategic thrust.

6. Budget

Budgeting is as mentioned before, very vitally important part of planning process. Amazingly it is many times forgotten about or avoided. The cost of the media and methods can either be allocated in a right-hand column of the Gantt chart, or a new chart can be prepared. Preferably, actual costs should be assigned, although percentages can be allocated if examination time is at a premium. What is of importance is the relative weighting of the costs and that there is a recognition and understanding of the general costs associated with the proposed individual activities.

7. Control and evaluation

If there is no evaluation of some kind, there will be no dialogue and therefore no true marketing communications. There are numerous methods to evaluate the individual performance of the tools and the media used, and for examination purposes these should be stated. In addition, and perhaps more meaningfully, the most important measures are the promotional objectives set in the first place. The success of a promotional strategy and the associated plan is the degree to which the objectives set are achieved.

(MCPF by Fill 1999, 618-624)

4.2 Gantt chart

In previous Fill's planning framework, the Gantt Chart was brought up, so to clarify, here is a small explanation what is a Gantt chart. This will give a brief overview and helps to understand what the charts of this kind are designed for.

There are several different Gantt charts. Those all are very useful tools for planning and scheduling projects. A Gantt chart is a graphical representation of the duration of tasks against the progression of time. A Gantt chart is a project

planning tools that is simple to understand and easy to construct, it is used by most project managers.

Many times a Gantt chart can be seen in workplaces as the holidays are marked with the help of a Gantt chart. Here are some other occasions in which a Gantt chart is a useful tool.

- Gantt charts allow assessing how long a project should take.
- Gantt charts lay out the order in which tasks need to be carried out.
- Gantt charts help manage the dependencies between tasks.
- Gantt charts determine the resources needed.
- Gantt charts are useful tools when a project is under way.
- Gantt charts monitor progress. You can immediately see what should have been achieved at a point in time.
- Gantt charts allow you to see how remedial action may bring the project back on course.

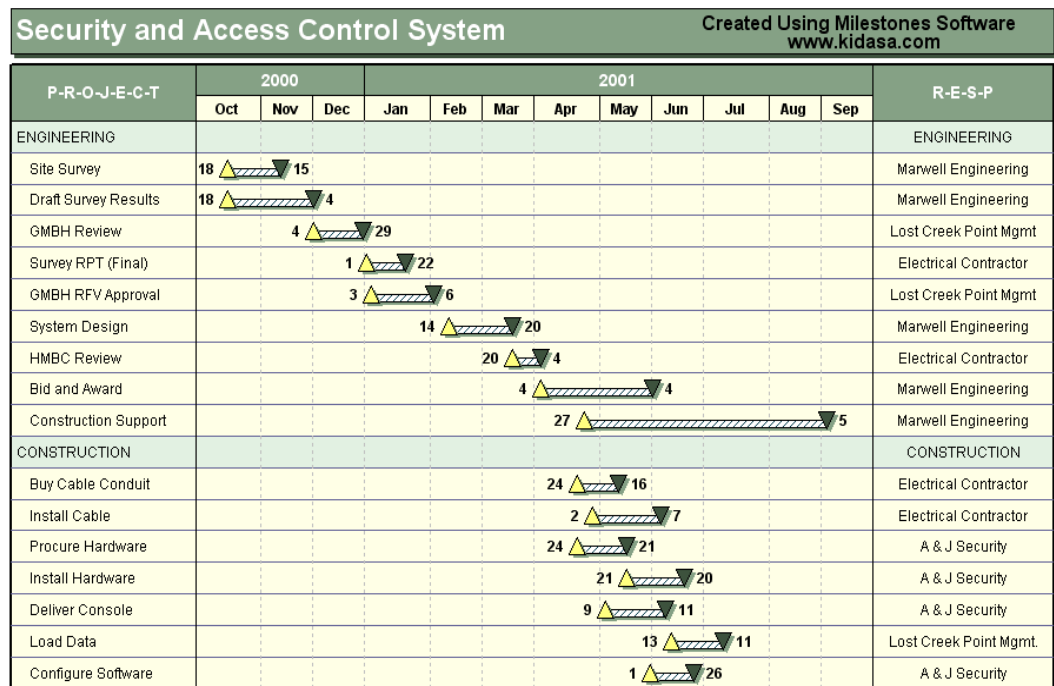


Figure 4: A basic Gantt chart example (Gantt chart web site2006)

4.3 Tools to use for the campaign

As discussed about marketing communications, it has referred into a promotion part of marketing mix. In this chapter it will be explain what kind of tools marketing communications can offer for campaign planning process.

There are roughly four main tools for campaign planning in marketing communications. This can also be called as promotional mix. Those are advertising, promotion, personal selling and PR (Public relations). Sponsorship is also one of the tools.

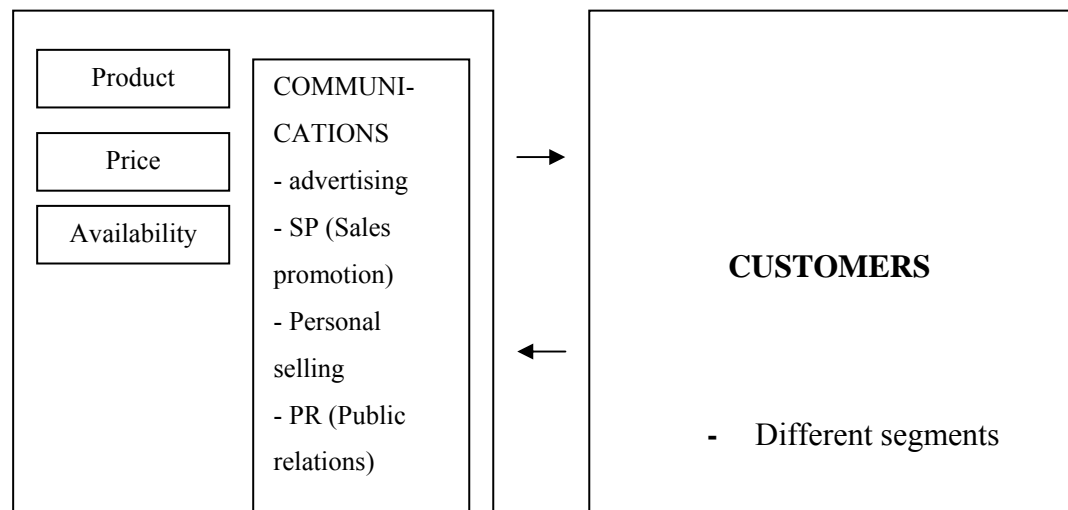


Figure 5: The means of competition of a company, (Bergström & Leppänen 2000, 81)

4.3.1 Advertising

“The role of advertising in the promotional plan is an important one. Advertising, whether it be on an international, national, local or direct basis, is important as it can inform, remind, differentiate or persuade established or potential customers of the existence of a product or organisation.” (Fill 1998, 264.)

To make the idea simple, the idea of advertising is to communicate with the target audience.

4.3.2 (Sales) Promotion

“If the main task of advertising is to develop awareness in the target audience, the main task of sales promotion is to encourage the target audience to behave in a particular way, usually to buy a product. These two tools set out to accomplish tasks at each end of the attitudinal spectrum: the cognitive and the conative elements. Just as advertising seeks to work over the long term, sales promotion can achieve short-term upward shifts in sales.”(Fill 1998, 359.)

4.3.3 Personal selling

“Personal selling is oral communication with potential buyers of a product with the intention of making a sale. The personal selling may focus initially on developing a relationship with the potential buyer, but will always ultimately end with an attempt to “close the sale”.”

Personal selling is one of the oldest forms of promotion. It involves the use of a sales force to support a push strategy (encouraging intermediaries to buy the product) or a pull strategy (where the role of the sales force may be limited to supporting retailers and providing after-sales service). (Kotler 2003.)

Kotler describes six main activities of a sales force:

(1) Prospecting - trying to find new customers

(2) Communicating - with existing and potential customers about the product range

(3) Selling - contact with the customer, answering questions and trying to close the sale

(4) Servicing - providing support and service to the customer in the period up to delivery and also post-sale

(5) Information gathering - obtaining information about the market to feedback into the marketing planning process

(6) Allocating - in times of product shortage, the sales force may have the power to decide how available stocks are allocated.

So selling is not only standing somewhere trying to make someone to buy something, it is much more and is actually quite demanding. It also has many advantages as a means of promotion.

Advantages

Personal selling is a face-to-face activity; customers therefore obtain a relatively high degree of personal attention. The sales message can be customised to meet the needs of the customer. The two-way nature of the sales process allows the sales team to respond directly and promptly to customer questions and concerns. Personal selling is a good way of getting across large amounts of technical or other complex product information. The face-to-face sales meeting gives the sales force chance to demonstrate the product. Frequent meetings between sales force and customer provide an opportunity to build good long-term relationships. (Kotler, 2003.)

Main disadvantages of using personal selling

Even there are such many advantages, personal selling also holds disadvantages.

The main disadvantage of personal selling is the cost of employing a sales force. Sales people are expensive. In addition to the basic pay package, a business needs to provide incentives to achieve sales (typically this is based on commission and/or bonus arrangements) and the equipment to make sales calls (car, travel and subsistence costs, mobile phone etc).

In addition, a sales person can only call on one customer at a time. This is not a cost-effective way of reaching a large audience. (Kotler 2003.)

4.3.4 PR (Public relations)

The Institute of Public Relations defines public relations as follows:

“The planned and sustained effort to establish and maintain goodwill and mutual understanding between an organisation and its publics”(The institute of public relations 2005)

A business may have many “publics” with which it needs to maintain good relations and build goodwill.

The role of public relations is to:

- Identify the relevant publics
- Influence the opinions of those publics by:
 - Reinforcing favourable opinions
 - Transforming perhaps neutral opinions into positive ones
 - Changing or neutralising hostile opinions

Public relations techniques

There are many techniques available to influence public opinion, some of which are more appropriate in certain circumstances than others:

Consumer communication:

- Customer press releases
- Trade press releases
- Promotional videos
- Consumer exhibitions
- Competitions and prizes
- Product launch events

- Celebrity endorsements
- Web sites

Business communication:

- Corporate identity design
- Company and product videos
- Direct mailings
- Web site
- Trade exhibitions

Internal / employee communication:

- In-house newsletters and magazines
- Intranet
- Notice boards
- Employee conferences
- Email

External corporate communication:

- Company literature (brochures, videos etc.)
- Community involvement programmes
- Trade, local, national and international media relations

Financial communication:

- Financial media relations
- Annual report and accounts
- Meetings with stock market analysts, fund managers etc
- Shareholder meetings (including the annual general meeting)

Given the wide range of techniques used in public relations, how is it possible to measure the effectiveness of public relations?

It is actually quite difficult to measure whether the key messages have been communicated to the target public. In any event, this could be quite costly since it

would involve a large amount of regular research. Instead, the main measures of effectiveness concentrate on the process of public relations, and include:

- Monitoring the amount of media coverage obtained (press cuttings agencies play a role in keeping businesses informed of this)
- Measuring attendance at meetings, conferences
- Measuring the number of enquiries or orders received in response to specific public relations efforts

(Institute of Public Relations 2005)

4.3.5 Sponsorship

An increasingly common form of promotional activity is sponsorship. It can be defined as follows:

“Supporting an event, activity or organisation by providing money or other resources that is of value to the sponsored event. This is usually in return for advertising space at the event or as part of the publicity for the event.” (Fill 1998, 422)

There are many kinds of sponsorship:

- **Television and radio programme sponsorship** (e.g. Cadbury’s sponsor broadcasts of Coronation Street). The increasing fragmentation of television in the UK through new digital channels is providing many more opportunities for sponsorship of this kind
- **Sports sponsorship:** major sporting events have the advantage of being attended and (more importantly) watched by large numbers of people. They also attract significant media coverage.

- **Arts sponsorship;** arts events or organisations are not as well attended as sports events but are often regarded as more “worthy” and more in keeping with the image of certain businesses and brands.
- **Educational sponsorship;** this can take several forms from the sponsoring of individual students at college through to the provision of books and computers nationwide using the redemption of product or store-related vouchers (e.g. Fujitsu Siemens Computers for Schools)

What is involved in developing a sponsorship promotion?

Smith suggests a six-stage process to decide what and how to sponsor:

(1) Analyse the current situation: look at which other businesses are sponsoring in the target area. Are competitors already doing this and is it providing them with an advantage?

(2) Define the sponsorship objectives: e.g. raise awareness of the brand; build an image; promote a new product

(3) Agree the strategy: how does the sponsorship fit in with any other promotional activity?

(4) Develop the tactics: agree the details of what to sponsor, price, timing etc

(5) Define the target audience

(6) Consider what resources are needed to make the sponsorship a success.

(ISS Institute of sports sponsorship 2005)

5 CASE: FLATLAND TOUR 2007

In the theory part the planning process was introduced theoretically, the tools to use in planning as well as the whole idea of marketing mix. Marketing communications planning framework is the core basis for this case and will be followed through out the process. The tools of the marketing communications, covering the marketing mix idea is something that is very important in this kind of planning process. Sponsorship is also one important part of this tour as we will have sponsors and co-operators on the tour.

The case started last May and still continues as it takes a lot of planning. The tour also has faced difficulties that no book can warn about. Just to give an example, there are copyright issues. That is why there is a need for a plan black on white. The study will offer an example of how the planning process might go in practise.

So that the reader could understand what the Flatland Tour is all about, there is a need to explain what Flatland is in the first place. After that, a brief explanation of the tour is to be given. Then it is relevant go on to the details.

5.1 The idea of the Flatland Tour 2007

This is a brief overview of the Flatland Tour 2007. These are the first ideas that came up last May as the planning process began. It is probably relevant to give this brief explanation before going into the details.

Idea

Around the country (Finland), the Flatland-promotion Tour will cover 5-10 places/cities.

The main event will be organised in Helsinki at the end of the tour. The tour itself will take place in winter 2007. Martti Kuoppa will be riding with Aapo Airas, both professional BMX-Flatland-riders, together with break- and hip-hop- dance groups that are top groups in Finland as well. There will be two promotion girls as well to take care of our Co-Operatives/sponsors promotion. The host warms up the audience and will make sure that the audience will have fun!

Why?

This marvellous and world-renowned sport is still quite unknown in Finland and the meaning of this tour is to make this sport known among people and to offer some form of new extreme entertainment to the audience. Flatland is very interesting because of its show-image and visualisation. This kind of show is something totally new in Finland and the Tour is a real Show with the dancers and breakers.

There is demand for everything that is new and has something to do with youth- and Hip-Hop-culture now. Flatland Tour 2007 aims to be the first to offer this to the audience. The tour will be organised in co-operation with a Finnish entertainment agency and the tour manager is Miia Kotapalo.

What is to be promoted?

The main idea of the tour is to promote flatland, the sport itself and the riders, but also sponsors and co operators are very important for the tour. The tour will offer national visibility around the country in all tour places and will catch different age groups thanks to day and night events.

Where?

The tour is covering the whole country and the meaning is to organize the day and night event in each place/city. The day event will take place at the largest shopping centers and the night event in the best night-clubs in each city.

Media

This tour aims to catch the attention of the media; interviews, visits in TV- and radio-shows and so on. Marketing activities will be decided more specifically when all the deals with sponsors are made.

5.2 Marketing plan for the Flatland Tour

As stated in the theory part, the marketing plan of a company is the basis for the planning process. In this case, the marketing strategy is handled in a different way than it would be if the Flatland Tour was owned by some company. The first step of the planning framework is the marketing plan. In planning, this means that the marketing plan and strategy are the bases for the whole campaign planning process. If this tour would be owned by a company, I would have to think of the strategy as well as the marketing plan of the company and fit the tour to the marketing plan. As stated in the theory part, the marketing should always be consistent and follow the same principle in all projects. One should start with a marketing plan when preparing a campaign. The marketing strategy contains the objectives and target groups of the company as well as market share objectives and sales- and profitability objectives. In the case, there is no company as an owner so information is given from the tour's point of view only.

Target audience

To understand the target audience, explanation of the sport Flatland itself is needed. To separate BMX Flatland Freestyle from other forms of BMX, there will be a brief explanation of the main idea of all forms of BMX riding. This was

implemented through interviewing the professional Flatland rider, Flatland world record holder Martti Kuoppa and examination of the BMX web sites.

5.3 BMX - What is it?

Usually when mentioning BMX Flatland, people get confused. They tend to think it has something to do with jumping in the air with the bike. It is nothing like that. So a small explanation is needed at this point. For the readers of this thesis, this explanation clarifies, what BMX riding is and how it differs from BMX Flatland freestyle.

To give a good explanation, there is a need to tell something about BMX in general and of course about the other BMX genres. This helps to figure out the difference between the different genres. People tend to mix these different BMX styles even they differ a lot and they have very different culture. To make a good plan for a promotion tour, one has to understand the target segments. This is only possible if we understand the whole culture of BMX riding. Understanding what are the differences between BMX and BMX Flatland, helps to understand the target market and target segments. The cultures in different BMX styles are dramatically different.

BMX bicycles have 20 inch wheels and a decreased frame size. This allows riders to achieve greater control and acceleration than on an average sized bicycle. Many BMX bicycles have handlebars which can spin completely around, allowing either the bars to spin independently of the tail (in what is known as a bar spin), or the tail to spin around independently of the bars (in what is known as a tail whip). Until recently, Freestyle BMX bicycles were heavier. However, there has recently been a trend toward lower-weight freestyle bicycles, bringing them closer in weight to traditional BMX racing bikes.

Since 1982, there has been a World Championship in BMX racing, sanctioned by the Union Cycliste Internationale (UCI), and 1987 saw the first Freestyle World

Championships. Freestyle BMX has been growing in popularity since it became part of the ESPN X-Games in 1998. (Kuoppa 2005)

5.3.1 Freestyle BMX

There are several different styles of Freestyle BMX. They all differ from each other quite a lot and especially BMX Flatland has a very different image from the others. Understanding the differences makes it easier to make the segmentation.

Street Riding is performed on unimproved obstacles found on typical streets. Handrails, ledges, slanted walls, and other common features are used to perform tricks.

Dirt Jumping is similar to BMX racing in that the rider jumps mounds of dirt. It differs in that the jumps are usually much larger and designed to lift the rider high into the air. Additionally, the goal is not to complete the course with the fastest time, but rather to perform tricks with style.

Vert riding is done on a half pipe and allows riders to go higher than any other obstacles. Consequently this is the most dangerous form of BMX and is considered somewhat elite. Mat Hoffman, also known as the godfather of BMX, has taken vert to the next level with "airs" (vertical jumps) as high as 26 feet above the top of a vert ramp.

Park Riding is performed in a skate park, and BMX bikes are increasingly being allowed to ride terrain that used to be exclusive to skateboarders. This is the most versatile type of riding and the types of ramps available are unlimited, incorporating elements of all of the various types of riding.

Flatland is BMX riding performed on smooth, flat pavement in which riders test their hand-eye and foot coordination. Most Flatland riders would refer to Flatland as a type of art, and would place bigger emphasis on being original and doing

something they've never seen before, rather than just trying to do the hardest stunt at the time. The riders usually travel at low speed and perform various stunts often involving difficult stances on Pegs, which are enlarged axle extensions, which are placed on a flatland BMX at both sides of the front and back axle. By combining different body and bicycle positions into "Combos" and "Linking" them together, riders challenge themselves further. Notable flatland BMX legends include Trevor Meyer, Kevin Jones, Bill Neuman, Chase Gouin. Modern Flatland Legends that have influenced other riders include Martti Kuoppa, Mat Wilhelm, Phil Dolan, Jeff Desruoch and Tanaka Kotaro. (Wikipedia 2005)

According to Kuoppa, Flatland has been popular in the USA, Japan and around Europe since the 1980's. It is not just a sport but part of popular culture. It has quite a trendy image nowadays. Flatlanders tend to listen to hip hop music and also wear clothes that the culture demands. This culture makes it different from the other BMX-styles. The tricks are very impressive and I would even call this sport dramatic art, even though I know that these artists are not happy with that description. Some people think that Flatland is something that one sees in the circus, but most definitely that is a comment that flatlanders dislike. "They are not circus artists". (Kuoppa 2005.)

So this hopefully explained the so called culture that Flatland holds. Now it is easier to know what would be the target audience for our tour.

Even though the flatlanders are commonly aged from 10 years to 35, this sport is made for everybody to look at as it looks really impressive. People of all groups tend to like Flatland, so the target audience can be really wide. However, we have selected the target audience for the Flatland tour to be young people as the concept is new. The younger generation tends to adopt new ideas easier than the so-called older generation.



Picture 1: Flatland- rider Martti Kuoppa (Kuoppa Gomez Bikes web site 2006)

5.4 Flatland Tour 2007- Marketing communications planning process

Fill's MCPF is the base for the Flatland Tour 2007 planning process, as it seems to more suitable for this particular use than the model given by Bergström and Leppänen. The first phase of the planning process is the context analysis (CA).

5.5 Context analysis for the Flatland Tour 2007

The purpose of compiling a Context analysis is to determine and understand the key market. Normally, the base for the context analysis is always a marketing strategy of the company. Now, the situation is that there is no company who actually owns the tour, so there is no marketing strategy that should have to be taken into account. The agency for the tour is Northern Lights Productions Ltd. Oy and therefore the company is not the producing party. Thinking how to compile a good CA, a SWOT analysis came in to the picture. It seems that through SWOT, it is easier to cover all 5 components of the CA that are needed. As stated in the theory part, the CA should include information about the target audience. Flatland Tours target audience is young people and youthful adults. Therefore, the next chapter contains information about youth culture and the latest study by MTV (Music Television). So in this first chapter, the MTV youth study

is presented. The chapter will cover Fill's 5 components of the Context analysis and last but not least have a SWOT-analysis. It is good to start with the five components of the context analysis.

Business context

It was stated in the theory part of this study, the business context contains corporate and marketing strategy and plans, organisation analysis as well as competitor analysis. The Flatland Tour is produced by Miia Kotapalo and the agency is the Northern Lights Productions Ltd. Oy. The agency could theoretically be some other as well, so there is no need to give a massive business context. No corporate or marketing strategies are affecting the coherency of the tour.

The tour does have competitors. The tour has made contracts with the tour artists, meaning the performers and the promoters to prevent a massive competition situation. Making the contracts was possible as there are quite few professional Flatland riders in Finland. The professional raiders that exist in Finland, now ride in Flatland Tour only.

Competitors are big companies with more financial resources. One of the biggest competitors is one particular energy drink brand that is known as an organiser of events. We do know that they are interested in the Flatland Tour 2007 concept and that they will try to implement the tour before the Flatland Tour 2007, but they are not aware of the contracts that are made.

So in a way the competitors have been eliminated in the field of other event organisers, but the situation is quite calm as we have the contracts. If there were no contracts, the situation would be different and this competitor issue would be much more risky.

Customer context

As the customer context includes segment characteristics, levels of awareness, perception and attitudes, it is relevant to have information of the target market. The target markets of the tour are youth and youthful adults. In this chapter, there is a survey of youth culture by MTV (Music Television). It is good to start with that study as it tells something of our target segments.

Not only are the customers' single consumers, but also nightclubs. So the decision making units (DMU) differ from one customer group to another. Single customers' decision making process is more simplified than the process from the nightclub owners' point of view. They are offered many events of which they are choosing the best and the most inexpensive ones. In this study the target market is still considered to be the single consumer, because that leads to the decision making of nightclub personnel. If the Flatland Tour 2007 has something interesting for this target audience, it is a key word when the nightclub personnel are making the decision of buying the Flatland Tour.

Youth Culture Study by MTV

It is important to understand the target market, so MTV's (Music Television) new study of youth culture by Graham Saxton is used. This was the latest study about youth and felt important in this planning process of a tour that is targeted for young people. This study made by Music Television is a highly appreciated survey that many great companies are using when they are preparing their marketing plans. The survey offered new information, but some information was quite general information.

“The youth is no homogenous group of people. There is a difference between youth culture and youthful culture” (Graham Saxton 2005).

So when relating to the younger generation, one should not forget that not all young people have the same interests and needs, they are individuals. The study

proved that young people are increasingly similar around the globe and they are most definitely empowered consumers. They need guidance through mass of choice and here the trusted friend groups and advocate marketing is helping in decision making. Young people are, according to this study, addicted to communicating with their friends and they have new kinds of relationships with the parents. People have moved from parent-child relationship towards more friendship-like relationships between young people and their parents. (MTV Youth survey 2005)

Before going into the details, there is a need to state, that the tour is about to be launched in winter-spring 2007 and there are many things that can be changed, but this is a preliminary plan for the tour and we will hold to it as much as possible.

In the case of Flatland Tour 2007, the target market is urban young people and youthful adults aged 12-35. They are interested in music, urban culture and new trends. The age limit is quite broad, but the tour makes it possible that it will awaken the interest of various groups of people as there are such many elements seen on the Flatland Tour. MTV youth study also confirms that also older generation is interested in urban youth culture, it is no longer something for just 20-year olds.

More identified, the Flatland Tour 2007 will be very interesting happening in Finland for the amateur Flatland riders, kids aged from 10 to 17, trendy people, hip hop-people; young adults aged 18-35, party people who want to experience something new. Not to forget the parents of kids who come to see the day event.

The tour has a lot to offer for the whole target audience. Music, clothing, sports, impressive show and sponsors products.

Most of the target audience has never seen flatland, but it has been seen in practice that whenever they see it for the first time, it does appeal the audience thanks to its impressiveness.

One perceived risk is that our target market will not find us. To avoid this risk, our advertising campaign is quite massive but still correlating with our small financial resources.

Stakeholder context

In this part of the context analysis, the stakeholders are to be considered. Who are the key stakeholders and why are they important? What are their communication needs?

The parties that will benefit of this tour are the performers, tour manager and the agency. The agent Northern Lights has invested money for the tour in the form of salary for the tour manager and the web pages. They have made this whole idea possible by financing the project, so the stakeholder is together the agency and the tour manager.

As the financial resources of the tour are quite limited, there is need for sponsors. The tour offers promotion for their brand and their investment will hopefully show in their sales after the tour. Advertising as money invested for sponsorship should correlate with the objectives. So in return for our co-operators and sponsors, they should have the money (input) invested back in sales and other objectives (output).

The tour manager will get 10 per cent of the sales and the rest of the income goes to the performers and the agency of course.

Organisational context

As stated in the theory, the organisational context contains financial constraints, organisation identity, culture values and beliefs not to mention marketing expertise and agency suitability.

As mentioned, there is no organisation owning the tour. Northern Lights Productions is the agency, whereas the tour manager is the producing party. The tour manager is selling the tour through Northern Lights Promotions and both parties will have their commission as the performers get theirs. It is good to keep in mind that the agency is only a part of the selling process and therefore it does not have much effect on the tour.

Northern Lights Productions is not yet a very established organisation so it might very well be that if everything goes well with the tour, their image will be affected in a good way. It is good, that the agency is new. It fits the idea of the tour as it is a new idea and concept as well. If the agency was better established, it might limit the tour idea. So in this case, the establishment of the tour is a good thing and suitable for the tour. Northern Lights also have contacts in the United States. If the tour does have success, especially financially, we will take the idea to the United States. The business idea of the Northern Lights Production is to take Finnish performers and know-how to United States and theirs to Finland in return. In this way there is also an international perspective to the event as well.

Financially there are no massive resources. Actually every effort is made to try to implement without wasting any financial resources. This is the challenging part. More about the financing is in the budget-part of the MCPF.

Marketing issues in the case of the Flatland tour are handled in a new, fresh way. There is no massive advertising campaign, but enough advertising to awaken interest. The co-operators will offer their marketing expertise and the tour manager is doing her best. A new concept offers an opportunity to act in a new way also in the field of marketing. Also, the company, Pyroid designed the web sites for the tour, www.flattour.com. In other words, even though there are no so called marketing experts working for the tour, there are creative people with fresh ideas instead, which is good as the whole concept is new.

Environment context

Environment context includes things such as social, political, economic and technological restraints and opportunities.

There appears to be trends towards trendier sports. Skiing, for example, would be no longer appealing sports for the youth. They seem to be more demanding. They need variety and action. That is why gaming has become more popular. We are introducing a new sport in a new appealing and interesting way that will interest our demanding target market. A nightclub is a new environment for live sports and that is why in this case it is possible to implement. We are offering something dramatically new.

As this part of the context analysis includes opportunities as well, those issues are to be found in the SWOT-analysis in the opportunities part. More about the restraints is found in the weaknesses part of the SWOT-analysis.

SWOT-analysis

Many parts of context analysis were dealing with issues that could be explained through SWOT-analysis, so that is why it is relevant to add SWOT as the last part of this chapter.

Strengths

Strength is the first component of the SWOT-analysis and it is good to start with it. The Flatland tour is a new idea that is under planning. This new marvellous sports allows new ways of doing things and creativity even in the planning process. The biggest strength that the Flatland tour has is that all the performers are the best there is. The Flatland riders are the best in the world. Martti Kuoppa has won every title there is in Flatland. The break-dance group is the top group in

Finland and has also succeeded internationally. The dancers that will be performing on the tour are World Champion level and the MC (master of ceremony, the host) is the best in Finland, he holds the Finnish championship in RAP.

Also the sponsors and co-operators are very carefully selected to fit the Flatland Tour. There is a beverage brand as a sponsor that provides the tour with 1000 seconds of radio advertising time in a well-known radio channel and a clothing brand that will give all the clothes the performers need. They also have contacts in the music industry to Finland's top artists, so the tour can have musical performers. Now it seems that there will be a band in the last Tour place, in the final event in Helsinki to make the event more like a major event.

One of the strengths is also professional promotion personnel that will take care of the good image of the sponsors. Promotion girls will represent the sponsors, their products and keep up good spirit on the tour.

One key member of the tour personnel is the choreographer who designs the whole look for the actual show that will last about 20 minutes.

Weaknesses

Unfortunately, there are also some weaknesses that will be stated here. The greatest pitfall that the tour has is naturally, the money. The tour lacks financial resources and therefore there is a need for sponsors. At the moment the tour only has co-operatives that are exchanging resources. Still some financial help from some sponsors is needed. The negotiation with relevant companies continues. There is still time as the tour will be launched in 2007 in spring. Even though, the decisions must be done long before launching because the companies usually make their financial plans in the beginning of the year. After those decisions it is quite difficult to have any financial help, if they have decided to invest to

something else. Negotiating of this kind is very challenging. One cannot reveal too much about the tour, but if one is not informative enough, they lose their interest towards the tour. This can be taken as one of the weaknesses. Financial resources lead to another weakness. The production team is very small. There is a need to seek sponsors and tell another party about the tour. There is a danger that some third party will take our idea and with more money implement the idea faster and bigger. This has actually almost occurred and led the tour team to carefulness.

The tour personnel is such little that it is impossible to delegate tasks. Everything must be done, but what could teach better than the practice.

As a summary for the weakness part it can be stated that the biggest problem for this tour is the financial resources. If there was money, everything else would be easier as well.

Opportunities

It was mentioned in the strength part of this analysis that this whole sport is new in Finland and it allows new way of doing things. This can be taken both as strength and an opportunity. It is possible to be creative also in the marketing field of the planning and feel free from limits and limitations. The tour idea is new and therefore whenever the audience will reach the information about the tour, they will be interested in it.

One of the opportunities is definitely that the tour has an opportunity to create a new trend and sport to Finland. This will also have an effect on the sales of the bikes.

By organising the tour as a day and evening happening, the tour will reach broader target group and more people from different age groups.

Threats

After the SWOT-analysis, there is a sponsorship part where one of the threats lays. This threat is a copyright issue. In Finland and in other countries as well, it is not possible to have a copyright for an event or for a promotion campaign. This means that nobody actually can own some particular idea or a concept. Just anybody can “steal” the concept that someone else has come up with. For a small organiser, this is a great threat. Someone who has more financial resources could easier implement the tour of this kind and claim that the idea is originally theirs. The tour staff did come up with a solution how to prevent that from happening. There are written contracts with the riders that they have no right to attend any other tour that has the same concept than the Flatland Tour 2007. This way some other party cannot use the same professional riders, so they actually could not implement the whole tour. This was the only way the tour organiser could assure that nobody could steal the concept or worry that someone is arranging the same tour with better resources and even before the Flatland Tour 2007.

5.6 Promotional objectives

The idea of the Flatland Tour is to promote the entire new phenomena in Finland. To make the sport more appealing and impressive the MC (the host) dancers and the break-dance group were added on the tour. Of course the meaning is to promote the sponsors and co-operators products as well.

The main objective of the tour is to create a new emerging trend in Finland, to make fuzz about the Flatland. This will make more people interested in doing Flatland and that way to gain more Flatland riders in Finland. This again allows it to renew the tour for example annually. After the tour the Flatland is more popular and known sport.

The Flatland is very impressive, fresh and cool, so the sponsors and co-operators are seen in a new way and they gain more youthful and trendy image.

Financially, the objective is to break even. The budget is very tight, and if the tour will not have more financial help, there will not be a great turnover.

5.7 Marketing communications strategy

Marketing communication strategy, in other words promotional strategy is an important one. In the theory part P. Vuokko stated that even the products or services were the best in the world it does not make any difference, if the public is not aware of them (Vuokko, 1996, 10). There cannot be demand if the potential customers are not aware of the products or services. So the marketing communication is considered as a competition method for the companies. In this case the marketing communication strategy is also seen as a competition method for the Flatland Tour 2007 personnel.

In the theory part of this thesis in chapter four, the eight basic questions to be asked when starting the marketing communications planning were stated. Those questions make the task easier. It is good to start with those critical questions because the communication strategy should be customer oriented, not method oriented. So it is good to keep in mind the target audience and who is the end user. The publics of the tour are young people and youthful adults. Therefore, also the promotion is to be done in a youthful way and use Medias that are commonly considered appealing for that target market. The end user is the main target market for the tour so there is no need for separate marketing for the nightclubs and the end user. The key message is that Flatland is new upcoming, trendy and impressive sport. Flatland also has popular culture potential. That idea is put in words in the tour web page www.flattour.com.

The promotion approach is something between emotional and rational. The Flatland Tour 2007 has appealing web sites designed by The Pyroid, which is a designing company with fresh and new ideas. The web address is www.flattour.com. The message in the intro says: "When we first invented wheel, we re-invented movement. World champion flatland riders and underground break dancers, re-inventing movement". This message impresses the idea in a way that

the target audience realise that this is something new and cool without revealing too much about the idea. They would have to come and see the event themselves. The message was designed in co-operation with the Pyroid designers and the same particular message will be used in all prints, in flyers and posters as well as in the radio advertising to make the whole advertising campaign as coherent as possible. When the audience hear the advertisement in the radio, advertising the web site, they will be able to connect the message to the Flatland Tour 2007 in their minds.

The meaning of the radio advertising is to awake the interest towards the Tour and lead the audience to the web site to seek more information on the Tour.

The web site offers information on the performers, the schedules, the sponsors and of course BMX Flatland as many are still unfamiliar with this sport. One image is worth of thousand words. Therefore, there are pictures and video clip in the site, to give the idea about the event.

The idea of combining Flatland, the dancers, the promotion personnel and the MC together with the fashionable clothes and the music is to make the whole event as interesting as possible for many publics. The publics are not yet familiar with the flatland, there must be something that tempts and wheedles the people to see what this event is all about. Flatland does not have an established image among the Finnish publics, so the interest must be awaked with those other elements that our target publics are familiar with already by now. Introducing flatland in an interesting way and this way make it as an interesting phenomena, is not impossible. A living proof of this is what happened to break dancing in the middle 90's. The break dancing was collapsing until the Run D Mc showed break dancing in their music video and it became popular again. Showing break dancing in different context seemed to be a success. That is the basis for the idea of compiling these different interesting elements.

In the case of the Flatland Tour 2007 the tone of the visual message is fresh, trendy and a bit underground-like. Even the flatland is trendy, it is important to

maintain its underground-like image. That is why the graphic designs in the web site, the posters and the flyers are not too neat and tidy. This communicates flatland being a cool phenomenon. This is important when thinking the target publics, youth and youthful adults. The Pyroid made good work with the design. They understood the image of the Tour being trendy but still at the same time maintaining the underground elements. This was possible with the help of several negotiations.

It was mentioned before that the web site www.flattour.com contains video clip. The copyright for this footage belongs to The Book of Cool and the permission to use this clip was asked and the contract made in summer 2005. They gave the permission to use the clip as it is advertising for The Book of Cool. Their company image is suitable for the Flatland Tour, so it was a fair deal. Flatland Tour 2007 flatland rider, Martti Kuoppa is performing in this particular video clip so this co-operation is also good for the tour as well. The idea of The Book of Cool is to show different, not so familiar performers to publics as they put it:

“Learn from the wisdom of 35 of world’s most talented sportsmen and performers as they teach you to master over 250 of their “coolest” tricks, skills and moves.” (The official web site of The Book of Cool 2006)

Martti Kuoppa was chosen to be one of those 35 performers. Co-operation with The Book of Cool enables to show that the Tour performers are world-known professional artists. That perhaps will have an effect towards the image of the Flatland Tour 2007. This can be seen as brand image building and image marketing. The way of introducing flatland in Finland, will affect the image of the sport as the level of awareness is quite low at the moment.

It was stated before that the financial resources of the Tour are not massive and that has forced the team to be very creative what it comes to the promotion part. It is challenging to consider impressive ways to promote the tour with a very little amount of money. The tour does have good co-operators that will help to act in a creative way.

It cannot be stated in the case of the Flatland Tour 2007 that there would be a media blitz, but according to the financial resources the tour will be advertised as much as it is possible. The word of mouth is very usable tool among the other methods and tools.

The next chapter will explain more about the promotional mix elements, meaning the tools and methods.

5.8 The Promotional mix (the methods and tools)

After starting marketing communication strategy planning, the next step is quite naturally the methods and tools that are to be used.

Like Bergström & Leppänen put it in chapter four, the objective of the campaign is the basis for the message to be sent and the Media selection. There should be only one task at the time for the campaign, not several tasks.

(Bergström&Leppänen 2002, 263.) This is good to keep in mind to avoid too complicated promotional mix. In case of the Flatland Tour 2007, the task is to promote flatland as new interesting phenomena.

The Media selection is one core part of this phase as after the message is modified, the next one should think how to send this message. Some views were given in the previous chapter, but in this chapter those issues are taken into the closer examination.

In the marketing mix process, usually the four P's are taking under discussion and promotion is one of the mix elements. The promotion mix contains its own mix elements that are to be discussed in this chapter. Those elements are advertising, sales promotion (SP), personal selling (SP) and public relations (PR). More or less the whole promotional mix is in use in the case, the Flatland Tour 2007. This was important to remind to avoid the confusion between marketing mix and the promotional mix. It was also mentioned in the thesis that the three other marketing mix elements, besides promotion have a communication potential so it

cannot be avoided talking about the placement, the pricing and the product itself, the Flatland Tour 2007.

In this chapter it is considered, which way of promotion is the most inexpensive and effective as well. Bergström&Leppänen state in Yrityksen asiakasmarkkinointi, that the schedule should be designed at this phase but Fill thinks that the scheduling takes place after the promotional mix as the next step. In this study, the scheduling is discussed both in this chapter and in a separate chapter that comes right after this phase. This is because, it is relevant to mention some schedule-related issues when discussing about the tools and methods. The schedule part contains also other issues besides the Media selection. That is why it is separated from this chapter.

The importance of combining the promotional tools and methods together with the scheduling issues is the timing. Should the advertising be situated to the time just before the season or is the advertising continuing. Bergström&Leppänen explained three different advertising types; the centralised, the durable and the disconnected advertisement. The Flatland Tour 2007 is an event that is considered to be tied to winter-spring season. It also will be launched for the first time ever in Finland. Therefore, the centralised advertising will be used. In the centralised advertising type the input volume is increasing, when the event is getting closer. Even this type of advertising is the most relevant one; the boosting of the flatland has already started in summer 2005. That is because; the publics are so unfamiliar with the flatland. Awakening the Medias early enough, enables the publics to have some form information before the actual promotion and advertising starts. Whenever they see the flyer or the poster or hear the radio advertisement for the first time, they perhaps have some kind of an idea what this sport is all about.

Because the flatland does not have established image in Finland at the moment, there is a need to be very particular in what way it is presented. Every single detail is affecting the image. Especially the flatlanders are concerned and very strict about the image of this sport. That is why the Media selection has to be done very carefully. In summer 2005 when this Media selection and informing started,

the lifestyle magazines were chosen. Those kinds of magazines that are handling trends, events, sport and other lifestyle factors in stead of just strictly the sport magazines. This was because the image of the flatland is much more than just sport as mentioned before. It is a lifestyle, a part of the popular culture. Perhaps not yet in Finland but after this tour it hopefully will be. Those magazines that were given the press release were Trendi (a trend and a lifestyle magazine), Image (lifestyle), Fitness (lifestyle). Those three are high class magazines that are commonly known among the publics. They were only three at this point because the tour will be launched in 2007. It would have been waist to boost something so long before the actual event. All those magazines did make an article about the flatland and the tour was mentioned as well. The trick worked as it was planned. Martti Kuoppa has been in several Medias after that announcement. The interest towards flatland is growing and it will arise more interest when the actual promotion starts. At the moment it is not even meaningful to make a great media blitz, but at least the level of interest was tested beforehand and a conclusion was that the interest does exist towards flatland. It has a lot to offer. Sport that is easy, fun and exciting to look at.

The actual promotion will start in autumn 2006. The web site will be opened with all the information. Till then, there will be only the intro. Whenever the pages start functioning, the word of mouth is good to start. Some know that there will be a tour at some point as it was said in the magazines, but in autumn 2006 they will know when. It takes time for the information to flow, so it is good to start with it early enough, but still to be careful that the timing is not too long before. Then people have time to forget.

It was mentioned that the centralised advertising will be used, so it means that the closer the tour gets the more input is to be put in the advertising. This means that the advertising should start approximately one month before the launching and two weeks before the volumes are increased in the each city/place. Possible tour placements are at least five of the cities Helsinki, Turku, Tampere, Pori, Rauma, Salo, Forssa, Valkeakoski, Kouvola, Imatra, Lahti, Oulu and even possibly Tallinn Estonia. Most likely Helsinki, Turku, Tampere, Lahti and Tallinn are the

preliminary placements and depending on the wishes of the sponsors, co-operators and the nightclub chain. The placement will be a nightclub chain. A chain because then it is possible to negotiate about the price. If the tour was sold for the lone nightclub entrepreneurs, the price could not be negotiated. It is both parties' advantage that as many places of the chain as possible will purchase the tour. They will get the event with a lower price per one place and the selling party is guaranteed that more than one place purchases the tour.

One key promotional tool is the advertising and that is why it is relevant to discuss what Medias all in all are to be used. The advertising of the tour covers at least the radio, magazines, the internet and the prints. The purpose is to add television to this list. There is a negotiations going on about the co-operation with one particular TV channel. The outcome of this negotiation is either the advertising spots or even a programme about the Tour. This is co-operation negotiation, meaning that the tour promotes the channel and the channel promotes the tour. In this way it is possible to avoid the expenses and still have an appealing advertising campaign.

The magazines are to be chosen with care. The lifestyle magazines are the main channel, but because the target publics include younger generation, also the magazines for that public will be one channel. So called city magazines are also a suitable media, meaning papers like City, V, Nöjesguiden, Metropoli. Here the idea is also cutting down expenses. If a magazine will write about the tour, it does not cost and it is considered as free advertisement for the tour. The magazines are to be informed early enough as they publish the magazines in different times. The ideal is that the articles would be published quite at the same time to make the publics act and discuss. This helps to boost the word of mouth. Good timing for the press releases is two to three months before the launching. There is enough the time for writing, shooting and printing the article. Besides that, the magazines make their schedules quite early before the publishing. Still the timing is not too long for the people to forget what they have read.

The radio advertisement usually costs a lot, but because it is important to be cost effective there is a co-operator that has radio seconds to offer as the Tour offers promotion for their product. For this reason there are the promotion persons on the tour. They will personally sell the product on each tour place for the audience. This also is making the whole event more like a happening and will spread positive energy. Even there are only 1000 radio seconds, those are used effectively. The message is the same as in the web site and the same advertisement promotes the web site where there is more information available. In this way, one radio spot would be 20 seconds long and so there would be 50 spots. When those are placed effectively, it is valuable for the tour. The same co-operator offers an advertisement on Nöjesguiden city magazine. This is taken in use when the actual main event in Helsinki will be.

This main event is also called the Grande finale. It is bigger than the other event nights. There the public relations are to be taken in use as well as in the other situations. Public relations are as the name states influencing the public opinion with different techniques like it was stated in the theory part. During the Flatland Tour consumer communication is more likely to be used. As there are also other publics than the end user, there is also need for the business communication as well as the internal communication. The consumer communication is used in a form of the promotional videos (Martti Kuoppa, Moments and The Book of Cool). This takes place when selling the tour for the nightclubs and in the sponsorship negotiations. It is also possible that if the event place has a screen, the videos are shown loop on the screen during the event. On the each tour place, there is a competition where as the audience can win prizes. Launching events are seen as PR as well. In this case it is applied to the main event in Helsinki where also celebrities are to be invited. Celebrity endorsement is one of the public relation techniques. The web site is a part of the consumer communication and usable in the case.

The business communication is in use in the form of direct mailing for the different publics that are the nightclub chains, the Medias, celebrities and

sponsors. Direct mailing is done by e-mail or by post. The web site is also a part of the business communication.

There is no such thing like the company literature available except this thesis on the case, but for the external corporate communication there is other promotional material.

It was mentioned before that there is use for all the promotional mix elements. Personal selling is used also during the tour when selling the tour itself and when selling the sponsors and co-operators products in the actual happening. The theory part stated that the selling process is not as simple as it might seem. Especially the process of selling the tour as an event for the nightclub is a lot of prospecting, communicating, selling, serving and information gathering. The promotion material is very much in use in these kinds of sales negotiations.

Sponsorship for the Flatland Tour 2007

It was stated in the theory part, that the sponsorship is “Supporting an event, activity or organisation by providing money or other resources that is of value to the sponsored event. This is usually in return for advertising space at the event or as part of the publicity for the event.”

Sponsorship is quite a new but still increasingly common form of promotional activity. It is one of the activities used in the case Flatland Tour 2007. The tour has both co-operators and sponsors, meaning that there are investors who will finance the tour and co-operators that offer something for the tour and in exchange the tour personnel promotes their brand during the tour.

The negotiations are going on as it is good to work these kind of issues out early enough because the companies make their investment decisions quite ahead the time. Theory part stated some sponsorship related issues such as what kinds of sponsorships there are and how the sponsors do their decision making about the sponsorship promotion so it is interesting to have a practice oriented view. Here is

one example of a negotiation that was done with a potential sponsor for the Flatland Tour 2007. It can be seen, what kind of issues they are interested in and what seems to affect their decision making process. The negotiation was done by mail and the company's name was left out just in case. But here it can be seen what kind of issues the sponsors are willing to know as we are negotiating about the tour.

Dear Sirs,

Here are the rough details about the Tour that you requested information on.

Q: What are the rough dates? (Winter?)

A: The Tour will be organized in winter 2007 in Southern Finland (in 8-10 cities) both on a day (in the shopping centre) and in the evening (in the nightclub). We will arrange the tour in two sections (four places on a row and then the rest of the cities on a row again later of the month). The tour will take place in February-March 2007.

Q: How will the break-dancing and Riding interact - i.e. what is the format of the tour?

A: The tour will be a real show event so we wanted there to be something that captures the audience's attention for real and a big time. The break dancers are so called warm ups before the real show and in the end the both, flatlanders and breakers are performing together depending on the space. It might be that we also get Finland's well known hip hop artist performing there as well to make it more like a real tour with a show. People are not yet so familiar with flatland in Finland, so we need to have something extra to capture the people's minds. That is what we have for sure.

Q: How long is a single day and what would it entail?

A: The day is divided into two events (day and night). In the morning we will go to the shopping centres and the boys will promote them selves and the sponsors as well. This is how we get the personal contact between the riders/performers and the audience. They can show some of the tricks and also try them with the audience (the simple ones). Interaction attracts people and more audience will be watching the actual show witch will be during 1 p.m. on Saturdays and during the week in the afternoon. After the day in a shopping centre we will continue to the nightclub where the event starts about 10 p.m. continuing till 2 a.m. Before that we spread the word and the flyers around the city. The local radio stations will be informed in case they want o make interviews. The show in the nightclub will take place around 1 a.m. Promotion girls as well as the performers are taking care of the promotion for the sponsors during the whole night having small competitions at the stands and stuff like that. They will be talking with the audience and make an event!

Q: Are the only riders Martti and Aapo for flat or are there others?

A: Martti and Aapo are the best riders in Finland so those guys are the only flatland performers on the tour. We only want to show the best of all!

Q: WHO actually is responsible for the tour and owns it?

A: Miia Kotapalo is the tour manager and therefore responsible for the tour. Northern Lights Promotions is an agency specialised in entertainment, events and providing marketing services. Company provides tailored services for companies offering ways to intensify their events and marketing activities. The company is also a subcontractor to the larger-scale marketing and event agencies.

Q: Which other partners have signed up?

A: At this point we are at the middle of the negotiations. The tour has captured a lot of interest among the companies, but those are issues that we do not talk about before everything is on the paper. We can tell that there are no competing brands or companies involved; meaning that we make sure that every sponsor will have the full attention of its genre.

Q: What will the promotion staff do for each brand?

A: We listen to every wish that each brand has and make our best to make them happen. Details we know better through negotiations. For your company for example we could arrange the following:

-posters, flyers, company's banderols on the events, web-pages, competition, spreading company's promotion stuff (e.g. wristbands), host will tell about the products and the brand and the performers promote the brand by wearing the brand (e.g. bags).

Q: What can our company do at each event, apart from having banners?

A: Having a competition for example. We can arrange a smaller competition on each event (small prize like e.g. a bag) or a big competition where the winner will be announced in the main event in Helsinki. Then the prize would be something worth it.

Q: IS there a possibility of having a main role in the tour?

A: It is possible still at this point because we have not yet agreed on anything final with the co-operators. The tour could carry your company name e.g. XXX Flatland Tour 2007. If you are interested to be in the main role I could adjust that the riders would paint their bikes with the tour name (then including your name as well).

Q: What would be the stepped costs for involvement?

A. The tour will carry the brand name XXXXX Flatland Tour 2007, Banners in the most appealing places, hosting, the brand logo in all marketing material (flyers, www, posters), bike frames painted with the tour logos with the main sponsor name, the main sponsors competition at the every event (promotion girls and the host attracting the audience to take part). Possibly radio spot in the national radio channel and local adverts. Besides all this we try our best to capture the Medias attention by interviews and such. Price 8000 EUR

B. Banners in appealing places, hosting, logo in all marketing material (flyers, www, and posters), and sponsors competition at every event. Also possibly radio spot in the national radio channel and local adverts. Besides all this we try our best to capture the Medias attention by interviews and such. Price 5000 EUR

C. Banderol, hosting, logo in all marketing material (flyers, www, posters), sponsors products as smaller prizes. Possibly radio spot in the national radio channel and local adverts. Besides all this we try our best to capture the Medias attention by interviews and such. Price 2000 EUR

Q: Which media partners have been guaranteed?

A: Negotiations are still going on, but we are quite sure that one of the Medias will be the biggest radio station in Finland. Also we have a plan to get ads in local papers in each city. We have kept in mind that this tour is something totally new in Finland so we are sure that it will attract the eye of all Medias and we are definitely going to do our best! Besides that we will have our own site on the web (www.flattour.com).

Already Trendi (fashion magazine), Image (lifestyle magazine), Fitness (lifestyle) have written about the case and the TV-programmes in Finland have shown interest and asked for interviews Joonas&Ruben show, Hiki and more to come. As soon we will have sponsors the better the change to have PR for them as we are

all the time looking for more media partners. We also have negotiated with MTV (Music television) about greater co-operation.

Q: Which target press is the event talking to?

A: The Flatland Tour 2007 will be very interesting event in Finland for the amateurs (Flatland riders), kids "male", age 10-17, trendy people, hip hop-people, young adults aged 18-35, party people who want to experience something new. Not to forget the parents of the kids who come to see the day event.

Q: What are the day and night events?

A: The day is divided into two parts (day and night). In the morning we will go to the shopping centres and the boys will promote them selves and the sponsors as well. This is how we get the personal contact between the riders/performers and the audience. They can show some of the tricks and also try them with the audience (the simple ones). Interaction attracts people and more audience will be watching the actual show witch will be around 1 p.m. on Saturdays and during the week in the afternoon. After the day in a shopping centre we will continue to the nightclub where the event starts about 10 p.m. continuing till 2 a.m. Before that we spread the word and the flyers around the city and perhaps have interviews at local radio stations. The actual show in the nightclub will take place around 1 a.m lasting for 20 minutes. The promotion girls as well as the performers are taking care of the promotion for the sponsors during the whole night having small competitions at the stands and stuff like that. They will be talking with the audience and make an event!

Q: What is planned for the finalé in Helsinki?

A: In the finalé in Helsinki we make a real happening. We promise to make our best to get the full house. The finalé will have much more extra entertainment such as dancers wearing hip hop style cloths, good DJ, VIP Guests, Celebrities

and Media. The hip hop artist will be performing as well (very known in Finland), promotion girls and everything just like everywhere else, but much more extra!!

Q: How many people you are aiming to attract for they day / night events and for the 'big' Helsinki event?

A: The vision is that about 10 000 people will see us live and many more through the Medias. Usually there are about 500 people in the nightclub and in the shopping centres we attract from 300 up to 1000 people depending on a day.

I hope you will be satisfied with the answers. If there are any questions, please do not hesitate to ask.

With best regards

Miia Kotapalo

(Sponsor negotiation, Flatland Tour 2007, e-mail from winter 2006)

Here was a negotiation between the sponsor and the tour manager about the sponsorship in the Flatland Tour case. It can be seen that they are willing to know very detailed information. The problem is in this kind of issues not to reveal too much and still to give needed information. One of the SWOT-analysis parts, the threat was that someone might just “steal” the concept. It is not possible to have a copyright for a tour like this.

The SWOT-analysis stated that the challenge of organising this kind of a tour is the sponsorship part. One cannot give too much information for a possible sponsor, but still one has to give information. The threat is that another party might steal the idea and make it happen as they are aware that the Flatland Tour 2007 lacks money and needs sponsors. They might just have more money and other resources and they can make it happen before the spring 2007. As mentioned, it is not possible to have a copyright for an event like this; the tour

personnel came up with another idea to avoid this risk. The tour manager made contracts with the riders, that they have no right to be a part of some other tour having the same concept. In this way, it can be assured that no other party can have the same kind of a tour or at least not as good performers as the Flatland Tour 2007 has.

5.9 The Budget

The Flatland Tour has very limited financial resources. That is why there is a need for sponsorship and co-operation with the other companies. Many times in budgeting different types of charts or tables are used, such as the Gantt chart that was mentioned before in the theory part. The programme needed for the Gantt chart has to be purchased, so that would increase the overall expenses. In this case for example the advertising costs are so low that there is no need for a chart, the expenses can be explained in other ways. The highest cost for the tour is the salaries. There are altogether five to seven persons performing in each place or city. These are two flatland riders, two dancers, two promotion persons and of course the tour manager that will take care that everything works as planned in the tour place. So the price of the tour is including the salaries, promotional costs and commission for the agency. In the previous chapter the promotional mix was discussed and the chapter also explained some financing-related issues according to advertising, so there is no need to explain all the details once again. Here it will be explained how much will be the price of the tour in each place and what the costs in each sector are.

The price of the tour

Here it is explained more detailed, what the cost of the tour includes and why the price is that amount. This is the base for the budget. If the budget was done before, it might have over limited but now as there is knowledge of the expenses and the amount of salaries the budget is easier to explain.

The price of the tour will be 1200€. This amount only covers the costs that are most definitely needed. It consists of salaries only and it cannot be negotiated. There will be seven performers and the tour manager on the tour staff and that is why there is no need for value added tax (VAT). VAT is 0% in this case as it is performing.

As the purchase price of the tour only consists of salaries and there are also other costs, there is need for financing. The other costs are advertising related costs, lights and sound reproduction, travelling and decoration costs. If those were counted to the price, the possibility of someone purchasing the tour would have been really low.

Costs for advertising

The costs of advertising have been minimised through co-operation and creative thinking. The only thing that can be considered as advertising cost is web site. 660€ were invested altogether to design and web hosting services. The design company Pyroid that did the web design, also produces the flyers and posters. The cost of 2000 flyers is 620€ and of 500 posters 320€. So the printing costs are altogether 950€. Altogether the advertising costs are 1610€. This is also the overall budget for the advertising.

As it was mentioned in the promotional mix chapter, the tour will be advertised, but the expenses are minimised through different types of promotion that is free of charge.

Evaluating the tour is organised so that the web site will have a part that the audience can visit and tell their comments. This is cost effective way of implementing the evaluation and the try do better next time.

5.10 Schedule

It is quite impossible to make a strict schedule at this point but in this chapter the key timings for this case are to be explained even though those issues have been discussed already a bit in previous chapters. However, the meaning of this chapter is not to give one unchangeable schedule but to give an idea in what kind of timeframes the different phases are implemented.

Summer-autumn 2006

Negotiation and contracts are to be made during summer and autumn 2006. The schedule is to have those ready made till September 2006.

Selling operations of the tour will be done during summer and autumn. Long time is used for this operation, because the nightclub personnel have their summer holidays and decisions are made very slowly.

The advertising will start in autumn 2006 in form of launching the web site. The same time the word of mouth starts to spread. This is implemented by leading publics to the web site and starting discussion in forums in the web.

After opening the web site, a strict schedule for the tour places will be made. This will be in September. That is because; the sponsors will have their requests about the places.

Winter

The magazines will be informed in winter early enough. This will be two or three months before the launching.

The shopping centres are informed in each city about the tour and asked for a permission to perform there. The biggest centres in each place are chosen. This happens three months before the launching.

Local newspapers and radio stations are to be informed a month before the tour will be visiting each place.

The choreographer Heidi Loren will design the look for the show. The dance choreographs as well as the overall design and decorations.

The radio spot is to be run in national radio two weeks before the launching.

The launching of the tour will be in February 2007. From that on the tour will visit five to seven cities in the shopping centres and nightclubs.

The invitations to the Grande finale in Helsinki will be posted three weeks before the happening.

The Grande finale will be the last tour place in Helsinki in the end of the tour.

Evaluation happens in the web site of the tour. This way, the opinions of the publics can be catered in a cost effective way as the evaluation was not added to the budget. There will be both a guestbook and an evaluation form that offers valuable information from the publics for the tour organiser.

6. SUMMARY

The case Flatland Tour 2007 was started in May 2005. As a new concept in Finland it has faced difficulties. Therefore, this study aimed to find out the key points of marketing communication planning framework and offer a planning base for the Flatland Tour 2007. When there is a planning framework to follow, the implementation will be easier and also delegation of tasks is easier. As a tour manager for the tour I feel that the plan will offer a good base for the actual implementation of the tour itself

This whole process has been both challenging and interesting as it contains so many different phases and parts. In this study, I tried to take everything possible

into consideration as this thesis will also help the selling process. The co-operators will take the Flatland Tour 2007 more seriously when there is a written plan for the tour. This was just the problem before.

The limitation for the study was that there is no possibility to make a core unchangeable schedule or a plan at this point. That is because of the co-operators. They have their opinions of the implementation and that is why some things are to be decided later on in negotiations.

The main observation of this study was in which order the planning should be done to guarantee the best possible success of the implementation of the project. Fill's marketing communication framework was simple and relevant for the tour. It was easy to follow and answer the questions that needed an answer. Promotional mix was the most challenging part of the study as it contained such many tools and methods.

Now having a plan for the tour, I feel more confident to start the actual implementation.

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SOURCES

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