

SATAKUNTA UNIVERSITY OF APPLIED SCIENCES

Akseli Kordelin  
Iiro Salminen

ADAPTING A SERVICE CONCEPT TO THE NEEDS OF INTERNATIONAL  
COMPANIES  
Mr. Jones Bar & Kitchen

School of Business, Rauma  
Degree Programme in International Business and Marketing Logistics  
2007

## ABSTRACT

### ADAPTING A SERVICE CONCEPT TO THE NEEDS OF INTERNATIONAL COMPANIES: Restaurant business in Rauma

Akseli Kordelin & Iiro Salminen  
Satakunta University of Applied Sciences  
School of Business Rauma  
Degree Programme in International Business and Marketing Logistics  
April 2007  
Supervisor: Timo Kaartinen  
Mr. Jones Bar & Kitchen

Key words: International companies, Marketing Plan, Adapting a services concept.

This bachelor's thesis focuses on how a company in Rauma, like Mr. Jones Bar & Kitchen, can adapt their service concept to the needs of international guests. The purpose of the study is to create a marketing plan for the new facilities downstairs (Juhlakellari) of Mr. Jones Bar & Kitchen based on the needs of companies that are hosting international guests.

The content of the theoretical part will give good basis for the empirical part. The theoretical part mainly consists of creating a marketing plan and different stages of that process. These stages are creating a mission, doing the needed analysis, creating marketing strategy, planning the marketing mix and deciding the control methods. Theoretical part also includes: product adaptation and cultural differences in marketing.

The empirical part was conducted by using a qualitative method. The interviews were done with a face-to-face, semi structured theme interview. The empirical part was done based on the results of these interviews conducted the ten biggest international companies in the Rauma area. The interviews gave knowledge of who are the main competitors of Mr. Jones Bar & Kitchen, how often the companies would need services of an outside service provider, would they be interested in Mr. Jones Bar & Kitchen services and what are the key factors behind on the decisions of selecting the service provider.

The results of this research indicate that there is a need for the services Mr. Jones Bar & Kitchen is offering and that the interviewed companies would be interested in their services. The interviews also showed that there is a need for a clear marketing plan, because the companies did not know about these new facilities (Juhlakellari) of Mr. Jones Bar & Kitchen. The research showed that the most important selection criteria is that price-quality ratio is good, otherwise the price is seen as irrelevant. There was also a need for close location, good facilities and convenience and versatility of product and services. The possibility for extra services was not needed. The representatives would mainly want personal contacts and direct marketing.

## TIIVISTELMÄ

### PALVELUKONSEPTIN SOPEUTTAMINEN KANSAINVÄLISTEN YRITYSTEN TARPEIDEN MUKAAN: Rauman ravintola bisneksessä

Akseli Kordelin & Iiro Salminen  
Satakunnan Ammattikorkeakoulu  
Liiketalouden Rauman yksikkö  
Degree Programme in International Business and Marketing Logistics  
Huhtikuu 2007  
Ohjaaja: Timo Kaartinen  
Mr. Jones Bar&Kitchen

Avainsanat: Kansainväliset yritykset, markkinointisuunnitelma, palvelukonseptin mukauttaminen.

Tämä opinnäytetyö keskittyy siihen, miten raumalainen yritys, kuten Mr. Jones pystyy sopeuttamaan palvelukonseptinsa kansainvälisten vieraidensa tarpeiden mukaan. Tarkoituksena oli luoda markkinointisuunnitelma Mr. Jonesin alakerrassa sijaitseville uusille tiloille (Juhlakellari) paikallisten kansainvälisiä vieraita isännöivien yritysten tarpeiden mukaan.

Teoriaosan sisältö antaa hyvän pohjan empiiriselle osalle. Teoriaosa koostuu pääosin markkinointisuunnitelman laatimisesta ja laatimisprosessin eri osista. Nämä pääosat ovat mission luominen, tarvittavien analyysien tekeminen, markkinointistrategian luominen, markkinointimixin suunnittelu, kontrollointimetodien valinta ja suunnittelu. Teoriaosuus sisältää myös tuotteen/palvelun mukauttaminen ja kulttuurierot markkinoinnissa osiot.

Empiirinen osa suoritettiin käyttämällä kvalitatiivista tutkimusmetodia. Haastattelut suoritettiin kasvotusten, puoli-ohjatulla teemahaastattelulla. Empiirinen osa koostettiin kymmenen isoimman kansainvälisen Raumalla sijaitsevan yrityksen haastattelujen pohjalta. Haastattelujen pohjalta selvisi: mitkä ovat Mr. Jonesin pahimmat kilpailijat, kuinka usein haastatellut yritykset tarvitsevat ulkopuolisen palvelun tarjoajan palveluja, ovatko kyseiset yritykset kiinnostuneita Mr. Jonesin palveluista ja mitkä ovat heidän pääasialliset valintaperusteensa palvelun tarjoajaa valittaessa.

Tulokset osoittivat, että Mr. Jonesin tarjoamille palveluille on selkeästi tarvetta ja haastatellut yritykset ovat kiinnostuneita Mr. Jonesin tarjoamista palveluista. Tulokset myös osoittivat selvän tarpeen markkinointisuunnitelmalle, koska suurin osa haastateltavista yrityksistä eivät olleet tietoisia Mr. Jonesin uusien tilojen, Juhlakellarin, tarjoamista palveluista. Tuloksien perusteella tärkein valintakriteeri palvelujen tarjoajalle on hinta-laatusuhteen täsmäys. Tulokset osoittivat myös, että paikan sijainnilla, tilojen kunnolla sekä tuotteiden ja palvelujen monipuolisuudella ja vaivattomuudella on myös tärkeä osa päätöksiä tehtäessä. Ylimääräisille palveluille ei tuntunut olevan tarvetta eikä hinnalla ollut juuri merkitystä. Yrityksen edustajat halusivat pääasiassa henkilökohtaisia yhteydenottoja Mr. Jonesista.

## ACKNOWLEDGEMENTS

First of all we would like to thank our mentor and guru Timo Kaartinen, who has guided us through the entire process and he has given valuable information and guidance when ever needed.

The help of the librarian Liisa Virtanen has been an invaluable asset and she is irreplaceable to the whole school library.

We would also like to thank the staff of Mr. Jones Bar & Kitchen, Oskar Burjam, our opponents Heidi Lehtonen and Liisa Sipilä, and Hartwall.

Finally we would like to thank God. In writing this thesis we almost lost our faith, but he gave us the strength to carry on.

## TABLE OF CONTENTS

ABSTRACTS

ACKNOWLEDGEMENTS

1. INTRODUCTION .....	7
2. CULTURAL DIFFERENCIES IN MARKETING .....	8
3. PRODUCT ADAPTATION .....	11
4. MARKETING PLAN .....	15
4.1 Mission.....	15
4.2 Analysis.....	15
4.2.1 Internal .....	17
4.2.2 External .....	19
4.2.3 SWOT .....	22
4.3 Marketing Strategy.....	24
4.3.1 Segmentation.....	26
4.3.2 Targeting .....	27
4.3.3 Positioning .....	29
4.4 Marketing mix.....	31
4.4.1 Product .....	32
4.4.2 Price .....	33
4.4.3 Place .....	36
4.4.4 Promotion.....	37
4.5 Control .....	42
5. PURPOSE OF THE STUDY AND CONCEPTUAL FRAMEWORK.....	44
6. RESEARCH METHODS .....	46
6.1 Basic paradigm.....	46
6.2 Data gathering .....	47
6.3 Data analysis .....	47
6.4 Quality assessment of the study .....	48
7. RESEARCH RESULTS .....	49
7.1 Description of case company .....	49
7.2 Survey results .....	49
7.3 Mission.....	59
7.4 Analysis.....	59
7.4.1 Internal .....	59
7.4.2 External .....	61
7.4.3 SWOT .....	64
7.5 Marketing Strategy.....	64
7.5.1 Segmentation.....	65
7.5.2 Targeting .....	65
7.5.3 Positioning .....	65
7.6 Marketing mix.....	66
7.6.1 Product .....	66
7.6.2 Price .....	67

7.6.3 Place .....	67
7.6.4 Promotion.....	67
7.7 Control .....	68
8. CONCLUSIONS AND RECOMMENDATIONS .....	69
8.1 Conclusion .....	69
8.2 Recommendations .....	70

## BIBLIOGRAPHY

## APPENDIX

## 1. INTRODUCTION

The idea for this bachelor's thesis started to develop when discussing with the owner of Mr. Jones Bar & Kitchen. These discussions brought up the fact that Mr. Jones Bar & Kitchen was expanding and new facilities for meetings and conferences were being built in the downstairs of the restaurant. The idea presented itself when the discussion moved toward how Rauma is becoming a more and more international town and how Mr. Jones Bar & Kitchen has developed into a meeting point for all the foreign people living in Rauma. This led to the idea of how to improve the service concept for these international clients.

The Purpose of the thesis was to analyze main competitors and interview the ten biggest international companies in the Rauma area. Based on the information from the analysis of the interviews make conclusions, recommendations and create a successful marketing plan for the case company Mr. Jones Bar & Kitchen. In the theoretical part all the steps of creating a successful marketing plan and some differences in cultural differences were explained carefully. Based on the theory it was easier to start creating the steps for the empirical part. The analyses of the theme interviews were done by using the qualitative method.

The subject of the thesis was very interesting and information about the subject was not so hard to found. A positive fact also was that the interviews were relatively easy to organize and most of the representatives of the companies were very talkative and knew the needed information. This fact also showed that the semi structured theme interview was the best way to make the interviews. The cooperation with Mr. Jones Bar & Kitchen staff was very productive and they were with us every step of the way which made the actual work much easier.

## 2. CULTURAL DIFFERENCIES IN MARKETING

In marketing for international customers the company must take into consideration all the cultural aspects involved. Most marketing concepts and practises were originally developed in the USA and therefore they are very “American”. European countries have started to adopt these concepts and trough that they have changed. With a more and more interdependent world where barriers to trade and to international exchanges are constantly getting smaller, cultural differences is the single most important feature that has to be taken into consideration when planning a market strategy. Culture can be defined as the whole of assets composed of total moral features of society, emotions and thread of mind, of all sorts of life, thought and art in the state of tradition. The company should develop a plan for handling cultural diversity in order to avoid making any big cultural clashes with their customers. (Usunier, 1993, 11-15; Usunier, 2000, 1-3; Seymen, 2006, 296-315)

Consumer behaviour has four major cultural variations in addition to the universal components of it. These four can be listed as follows: Hierarchy of needs, Culture based values, institutions that give influence, and influence trough cultural variations in the personal factors of consumer behaviour. Culture gives influence to “hierarchy of needs” on two basic levels. The first one means that the basic idea in Maslow’s theory is not always true (one need must be satisfied before the next need can appear) the second one is that similar kinds of needs may be satisfied by very different products and consumption types. Culture based values refer to individualism versus collectivism. Many cultures have a very distinguishing grouping in which an individual belongs in. Various authors within the field of cross-cultural marketing have pointed out the role of the group as an organic entity, as opposed to a casual collection of individuals who share info and some common interests and constraints, living together within the family unit. This has the biggest meaning in Asia. For example in Chinese culture people may seem very much like individuals but they are still very strongly bound by their families and that has a strong influence in the buying decision. This is one fact that needs to be taken into consideration in making a marketing strategy. The state, the church, and trade unions are institutions that influence consumer behaviour greatly and have an effect on the marketing



environment. It is clear that some products have a strong dependence on culture, whatever their mode or of distribution or consumption. An example can be that the French Catholic Church has been against Sunday trading and there for it has an enormous influence on the marketing environment. Eating habits are probably the best example of this because nothing is more essential, more universal and at the same time more accurately defined by culture than are eating habits. Eating habits need to be viewed as a whole including the entire process of going somewhere and dining and the setting. When consumers are loyal they repeat their purchases on regular basis and always buy the same brand. Loyal consumers prefer to be sure what they buy and with doing this they also reduce their opportunity to find other, and perhaps better , choices which could possibly give them more value for their money. Disloyal customers tend to shift from product to another trying new brands and taking advantage of possible special promotions. In different cultures loyalty and disloyalty play key roles in consumer behaviour and buying behaviour. (Usunier, 1993, 11-19)

Culture and cross-cultural differences can be seen in a variety of human interactions. These include but are not limited to language, religion, nonverbal communications, time, space, colour, numbers, manners and customs, aesthetics, and food preferences. Any of these interactions can be seen as possible pitfalls for the unwary and careless marketer. In languages around the world there are many words that sound similar with a totally different meaning and this can cause uncomfortable situations and misunderstandings. Marketers should always be careful when using translations to avoid embarrassing situations. Most Cultures are also very proud of their native tongue and this should be taken in to consideration when creating the marketing plan. Nonverbal communication includes all the actions taken without spoken words. It can be anything from facial expressions to gestures to general body language. Gestures in particular have different meanings in different cultures and these should be used with caution. Dressing appropriate for the occasion also falls into the category of nonverbal communication. Religion obviously plays a big role in creating an intercultural and international marketing plan. Religious beliefs can influence an everyday thing like going to lunch (Beef taboo for Hindus or pork taboo for Jews). The concept of time is also very different in cultures across the world. Where as the American expects the meeting to begin and end on time with a tight

agenda discussed, Latins typically arrive late and the discussion in the meeting flows from topic to another and keep the meetings longer than the scheduled time. Arriving late in a meeting can be a cause for the other party to take it as an insult. Space, meaning the distance between people in interaction can be a problem in intercultural negotiations if not carefully considered. Where the American feels comfortable with a distance of three feet (and little touching), Mexicans, Italians, and Arab men tend to get extremely close to their counterparts. Latin cultures are also known to communicate through hand gestures, physical contact and emotional expressions. Different colours also represent different things in many cultures. In most parts of Asia white is seen as the colour of death and therefore it should be avoided when dealing with Cultures from that part of the world. In Japan and China grey is associated with cheap and inexpensive products when on the other hand in the United States, grey represents expense in addition to high quality and dependability. Numbers also have different meanings and assumptions in many cultures. A number can represent luck in some culture and in another the same number can be associated with death. The way to write dates is also different in some cultures. An American writes first of July 2007, 07/01/07 where as a European writes it 01/07/07. Humour can also be a powerful tool in marketing but it is not considered to be appropriate in all cultures. After language and religion food preferences are the most culturally sensitive and grounded topic. Different cultures have their own ways of eating in almost every meal of the day. For example Finnish people eat bread with cheese and meat for breakfast where as the Japanese breakfast is usually rice based.

(Onkvisit & Shaw, 1997, 208-217; Herbig, 1998, 15-28)

### 3. PRODUCT ADAPTATION

In analyzing product strategy, it is important to realize that the willingness to try new product differs between consumers. Different types of consumers are adapting the new product in different stages of the product's life cycle. The consumers have been divided in five different categories of adopters, these categories are innovators, early adopters, early majority, late majority and laggards. Innovators consists from 3-5% of consumers and they are the venturous and risk taking consumers. Early adopters consist from 10-15% of consumers and they are respectable and they often influence the early majority. Early majority consists from 34% of consumers and they are avoiding risks and are deliberate in their purchases. Late majority consists from 34% of consumers and they are skeptical and cautious about new ideas. Laggards consist from 5-16% and they are very traditional and set in their ways.

The innovators are thought to be particularly important while creating product strategies, because innovators may influence to early adopters, who in turn may influence the early majority to purchase. The consumers from other categories will hear about the new product from innovators and can learn vicariously about the product by seeing the innovators to use the product. This all has caused that the major focus of consumer research has been on identifying the characteristics of innovators and the differences of innovators and the consumers from other categories of adopters. Research has found that the innovators tend to be more highly educated, younger, have greater social mobility, more favorable attitudes towards risks, greater social participation and higher opinion leadership than other consumers. Innovators are also heavy users of other products within a product class. The innovators may have better developed knowledge structures for particular products categories, which may enable them to understand and evaluate new products more rapidly and that way innovators can adopt the product earlier than other consumers.

Nowadays when everything is getting more international and it seems that the world is shrinking, it is important for the companies to be able to adapt their products to meet local conditions and tastes. Same product or strategy will not be successful in all over the world and that is why product adaptation is coming more important part

in creating strategy. The adaptation cannot just stop on the product adaptation, adjustments have to be done also to the rest of the marketing mix, which are price, place (distribution) and promotion. These all need to be tuned to local purses, customs and market structures as well. It is obvious that the companies have to also be careful that they do not go too local and this way cause overadaptation and lead to failure. (Peter, Olson & Grunert, 1999, 358-361; Backman, 2002, 210-218)

The adoption of products by consumers can be effected by how the product concept conflicts with norms, value and behavior patterns and also by its physical or mechanical attributes. When the product adaptation analyses are done for second market, the extent of adaptation required depends on cultural differences in product use and perception between the original market of the product and the new market. The bigger these cultural differences between the two markets are, the bigger the extent of adaptation is needed.

The first step in product adaptation to a foreign market is to determine the degree of newness perceived by the intended market. The company has to evaluate how the new market reacts to newness of a product. The company has to also be aware that a successful product that has already reached the maturity or decline stage in their life cycle in Western countries may be perceived as a new product in another country or culture and that way it has to be treated as innovations. That is why the new product will need different type of marketing strategy than the mature one that is already in use. Whether the new market accepts the new product or not and how much time will the acceptance need, depends from the products characteristics. The goal of product adaptation to foreign markets is to gain product acceptance by the largest number of consumers in the market, in the shortest span of time. However, new products are not often readily accepted by the culture or new markets and will meet resistance. That is one reason why the timeframe of the planning has critical importance. The company can never know for sure how long does it take or will the product ever be accepted in the new markets.

There are various degrees of newness, which categorize all new products that are perceived by the market. Within each of these categories, myriad reactions affect the rate of diffusion. These can be divided to four categories, which would be congruent

innovations, continuous innovations, dynamically continuous innovations and discontinuous innovations. A congruent innovation is actually not an innovation at all because it causes absolutely no disruption of established consumption patterns. The product concept is already accepted by the culture and the innovativeness is one of the introducing variety and quality or functional features, style or an exact duplicate of an already existing product. Exacting might be necessary because the market perceives no newness. A continuous innovation has the least disruptive influence on established consumption patterns. Adaptation of the existing product is almost always the number one option, rather than creation of new product. This will always result in better use patterns, because of the perceived improvement in the satisfaction derived from its use.

A dynamically continuous innovation has more disruptive effects than in the previous ones, although it generally does not involve new consumption patterns. This can mean either creation of new product or making considerable changes of an existing one designed to fulfill new needs arising from changes in lifestyles or new expectations brought about by change. It is generally disruptive and therefore resisted because old behavior patterns must change if consumers are to accept and perceive the value of the dynamically continuous innovation. A discontinuous innovation involves the establishment of new consumption pattern and the creation of completely new product. It introduces an idea or behavior pattern where there was none before. Each innovation has characteristics by which it can be described and each person's perception of these characteristics can be utilized in explaining the differences in perceived newness of an innovation. These attributes can also be utilized in predicting the rate of adoption and the adjustment of these attributes or product adaptation can actually lead to a changes in consumer perception and thus to altered rated of diffusion.

The product adaptation to a new market can consist from simple package changes to a total redesigning of the physical core product. Some of the needed changes are obvious with relatively small analysis and some are much harder to find out. The legal, economic, technological and climate requirements of the local marketplace often dictate product adaptation. The less economically developed the new market is, the greater degree of change a product may need for acceptance. Substantial

adaptation of product can still be needed even if there are only few cultural differences between the markets, this is because the product might be in different stage of its life cycle in each market. This is because product life cycle and marketing mix are interrelated, which causes that successful product in maturity stage in other markets can have unwanted or unknown attributes in the market where it is perceived as a new product.

While adapting a product to the new market, there has to be made careful screening to be able to determine if there are cultural resistances to overcome and physical or mandatory changes necessary for product acceptance. The decisions for adaptation cannot be made before psychological and physical dimensions of the product, as determined by the country market are known. Products can be screened on two different bases by using, the analysis of characteristics of innovations, to determine if there are cultural-perceptual reasons why a product will be better accepted if adapted. The other way is to use, analysis of product components, to determine if there are mandatory or physical reasons why a product have to be adapted. (Backman, 2002, 210-218; Cateora, Graham & Ghauri, 2000, 295-309)

## 4. MARKETING PLAN

### 4.1 Mission

Every revolution and plan starts with a vision, and the hard part is to actually turn the vision into reality. A mission statement is something that most companies and organizations have in order to identify an explicit or implicit corporate mission, corporate goals and strategies, and some functional strategies. Companies usually start with a clear mission that comes from the mind of the company founder. Over a period of time the mission often fades as development, new products, and new markets are added to the company. A clear mission statement gives direction and continuity for the company by objectively stating the broad parameters within which the organization is operating and is seeking to develop and grow. A mission statement also provides guidelines for establishing a corporate culture for the organization in question. Companies often have different emphasizes in their mission statements, depending on their selected area of focus. Examples of different emphasizes include: customers, products and services, markets served, and technology. (Bradley, 1995, 76-77; Kotler, Armstrong, Saunders & Wong, 2001, 77-78; Peppers & Rogers, 2001, 227-228)

### 4.2 Analysis

Analysis is the part that provides the input for strategic choices. The first steps that has to be executed while developing a marketing plan for the company is the analysis of the current situation where the company is standing. This covers the internal and external analysis and of course the SWOT analysis. The company has to analyze what is going on inside the company and based on the analysis the company can see what should be done differently, what should be improved and what are the company's strengths. The company has to do the external analysis in order to be able to analyse the overall situation outside the organization. This will help the company to detect the trends and changes for example in economics, technology, politics and ecology. Of course it also includes the analysis of customers, competitors, suppliers,

distributors, partners and other key stakeholders and this way to be able to know how these influences to the company's ability to implement the marketing plan. This way the company is able to get clearer picture about their own and competitor's strengths and weaknesses and that what could probably be the opportunities and threats in the near future.

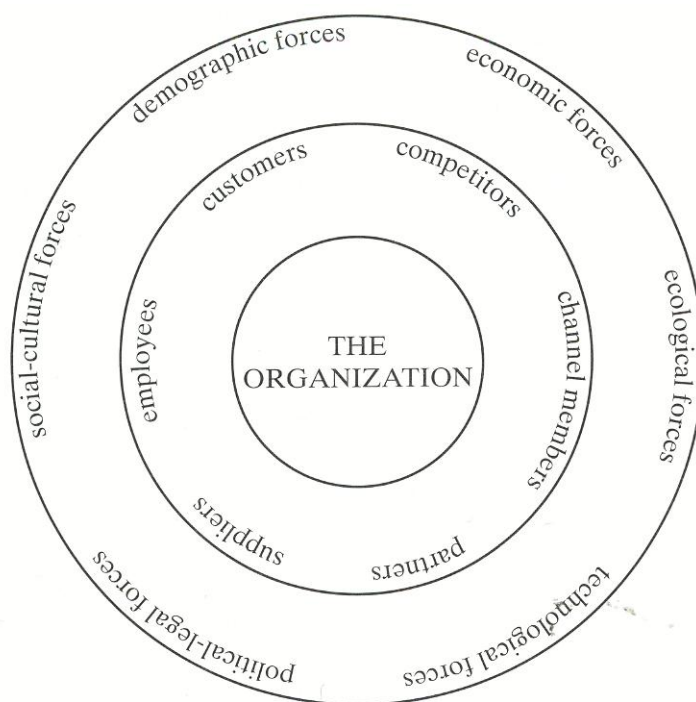


Figure 1: The microenvironment and macroenvironment (Wood, 2003, 21)

The main factors of internal, external and SWOT analysis are mentioned in figure 1 above. The inner circle mentions the key factors that are taken into consideration while analyzing the company's internal environment. These factors are employees, customers, competitors, suppliers, channel members and partners. The internal environment analysis is basically the analysis of the controllable forces and it basically determines the strengths and weaknesses, which will be dealt in SWOT analysis. In the outer circle are the factors that are taken into consideration while analyzing the external environment. These main factors are demographic forces, economic forces, ecological forces, technological forces, political-legal forces and social-cultural forces. This external environment analysis is basically the analysis of the uncontrollable forces and these are determining the opportunities and threats part of the SWOT analysis. (Wood, 2003, 5-8; Donaldson & O'Toole, 2002, 62-64)



#### 4.2.1 Internal

The whole process begins with the performance review, where the company's own results will be dealt on the dimension that the company determines what is important and is linked with the set goals. The Internal analysis starts by analyzing the company's overall mission and it also analyzes organization's resources, offerings, previous results, business relationships, keys to success and warning signs. It will help the company to realize where they are actually standing and what are their actual strengths and weaknesses. This way they can see what should be done better and what things can be left as the way those are.

The analyses of the mission will help the company to make decisions about which are the most appropriate actions for the company. By analyzing the mission the company will understand better their fundamental purposes, core ideology, defines its focus, indicates how it will add value for customers and other stakeholders and outlines what are the future plans. The analysis will deal with the company's structure, resources and culture. The structure analysis will be dealing with the activities, processes, relationships and especially with performance results. The organizational culture analysis will be dealing with pace, focus, aggressiveness in competition, community involvement, entrepreneurship, risk taking and management style in decision making.

Next step is to start analysis of resources. This will give the company a clear picture about the resources their organization has or can have. This includes human, financial, informational and supply resources. It is really important to be able to successfully divide the limited resources between all the objectives and goals. Human resources analysis will give the needed information about is the workforce having enough skills, is the management actually supporting the mission/goal as much as needed. The company will also get information about, is the company preparing for the future by recruiting and training personnel, is the morale in the company in a good level and is the actual turnover in the boundaries that the company has set. Analysis of financial resources will tell if the company have enough capital in use and from where they should cut resources and to where they should increase resources. Analysis of informational resources helps the company to

realize if they actually have all the data that is needed and what informational sources they can use to support their planning, implementation and control. Supply resources analysis will give the company the needed information about do they have steady supplies of parts, components, materials and services to be able to operate and produce with manageable costs. It also tells that are the suppliers committed to the company and to its mission.

In offerings analysis the company will be dealing with the products and services that they are currently offering. The analysis should include the products/services sold, the price level and to which customers are those aimed for. They also have to analyze the age of the products, how have the trends changed during the years and how the newer and older product succeeding, while comparing it. This also demands the analysis of each products place in the life cycle and how could the life cycle be extended.

Analysis of previous results will give the company important clues about their internal strengths and weaknesses, which can affect to current and future results. The company has to analyze their last year's financial results, including sales and profits and compare these results to the trends of several years before. Analysis should be done to the results of previous years' marketing programs, because it will tell to the company which one has worked and which has not worked. The analysis will also be done to the costs related to customer acquisition and retention and based on this take can make conclusions about what should be done to improve these.

Business relationship analysis should concern suppliers, distributors and partners and it should determine whether changes are needed or not to be even more successful in the future. Even if the costs of relationships are critical, those are not the only factors that need to be analyzed. While doing decisions those should be also based on the abilities of suppliers and distributors to increase their volume when needed, are they able to maintain the quality level and are they actually helping the company to add value and satisfy customers. Of course the company has to also analyze the change of supplier over time and that how dependent they actually are from one supplier.

Keys to success and warning signs analysis will give the company ideas that which are actually the key issues that they have to consider, because everything cannot be equally important. Analyzing which are the key factors and then putting more effort on improving these, the company can easier reach their goal and improve its results. By knowing which the key factors are, can help the marketers to pinpointing and focusing on these success factors. It is as important to know which the possible warning signs are for the company. Knowing these will help the company to be able to eliminate these possible warning signs. (Wood, 2003, 23-27; Formisano, 2003, 60-63; O'Connor, 2000, 41-48)

#### 4.2.2 External

Detailed analysis of market situation currently is fundamental for the company. The external analysis will give the company a clear picture about the external environment. It will give to the company ideas about how the external environment actually constrains what the company should do. This can also lead the company to realize what should be done, there can for example be new legislations coming and the company can prepare themselves for this beforehand. External analysis can also give the company chances to find out which are the possibilities and opportunities in their business area in the future and at the same time give ideas which might be the threats and problems in the future. (Trott, 2002, 176-177)

In the external analysis the company should cover the macroenvironment which consists of demographic, economic, ecological, technological, political-legal and social-cultural trends. The company should cover in their analysis the strategies and movements of their competitors and the changes in markets and customers as well. Analysis of external environment is designed to uncover opportunities and threats that the company will encounter in the future and this way give the company best chances to be able to succeed in the changing and developing world. (Jobber & Fahy, 2003, 276-277; Wood, 2003, 27)

Demographics trends are divided into two parts, consumer demographics and business demographics. Consumer demographics deal with the changes in amounts

of population in the area the company is operating and with the composition of consumer population. The composition of population means the changes in age, gender, ethnic and religious makeup, education, occupation, household size and income. Consumer demographic trends analysis will help the company to prepare themselves for these changes.

Economic trends analyses are really important, because these have a huge influence to consumers and businesses buying behaviour. Nowadays when the whole global economy is more or less connected together, the changes in some parts of the world will immediately effect to other parts of the world too. This means that the analysis has to be done also globally and not just locally, regionally and nationally even if those are important to analyze too. By analyzing these all, the company is more likely to be able to see signals of possible changes in the future. Income, debt and credit usage should be also analyzed, so the company would be able to understand the actual buying power of consumers.

Ecological trends should be analyzed carefully too, because changes in natural environment can influence to businesses in various ways. Ecological trends analyses will give the company a picture about the availability of raw materials and availability of energy resources. Some other environmental issues have to be analyzed because these can affect to the company while government changes or creates new regulations and because the social attitudes can be changing time to time. Right now the key issues in this area are the pollution and the changes towards more green. (Wood, 2003, 27-31)

Technological trends analyses are the key issues in the fast developing and changing world. These changes can easily cause either opportunities or threats to the company. Main players in technological trends are rapidly increasing usage of internet and PC all around world, the convergence of computer and media technology and incorporation of electronic capabilities into a wider range of products. Internet itself has caused huge number of opportunities from online retailing to infrastructure equipment and numerous threats like security problems from viruses and stolen data as well. While analyzing the technological changes, advices can be asked from government agencies, research centres, consultants and universities. The analysis

will give the company an opportunity to prepare for the future technological changes and ideas about new innovations. (Trott, 2002, 176-177; Wood, 2003, 32)

Political-legal trends analysis has to be executed for the legal and regulatory guidelines that govern different business and marketing practices. These laws and regulations can cover for example competitive behaviour, pricing, taxation, promotion, distribution, product liability, labelling and product purity. Analysis can also give signals of changes in legal and regulatory priorities for the company. This will help them to recognize the possible threats and opportunities. Companies that operate globally have to execute these analyses in every place where they operate, because the rules, regulations and laws change a lot between different countries. Without executing political-legal trend analysis, the company might encounter huge problems in some country.

Social-cultural trends analysis mainly concerns how the increased diversity in markets and in the workforce affects to marketing. This has to be considered because the knowledge about for example of the target groups nation of origin and primary language will help the company to target messages and offers for exact group. One other issue that can affect to the company and their plans are the attitudes toward ethical and social responsibility issues, influences by core believes and values. These changing attitudes can cause opportunities and threats to the company. One example could be that while people are getting more interested in healthier lifestyle, it gives opportunities to sport and health related products and it causes threats for cigarettes selling firms. (Wood, 2003, 32-33)

Competitor analysis will help the company to understand better the market dynamics, predict what the competitors are going to do and to create more practical marketing plans. The company should also analyze which are the main competitive advantages of each competitor and this way get better changes to compete against them and against their competitive advantages. Possible changes in the competitive structure should be analyzed too. This will help the company to realize if there are major changes coming and this way the company can prepare for these changes beforehand. These major changes can be for example new innovations in the area, new entrants from abroad or from different industry and fast changes in pricing level. This

competitive analysis will also help the company to determine which of the Porter's generic competitive strategies is the most suitable for the company. Cost leadership strategy is for companies that can get the lowest cost while producing and this way are able to offer cheapest price for customers. Differentiation strategy is for companies whose products or services will differ from other competitors and that way gives them new possibilities. Focus strategy is for companies which are able to narrow their competitive scope to achieve a competitive advantage in the chosen segments. (Trott, 2002, 176-177; Wood, 2003, 34-35)

Market analysis starts with determining the company's actual market, this is because no company can afford to satisfy every market in the world. Analysis will determine to the company what are the characteristics and actual needs of the market. It also gives the company ideas about the requirement, behaviour and attitudes of customers in the marketplace. These analyses will also tell to the company which are potential market, available market, qualified available market, served or target market and penetrated market for them.

Customer analysis will be dealing with customer's needs, buying behaviour and attitudes of the consumers or business customers in their general markets. This will help the company to realize whether the customers for example becoming more demanding, or starting to look the price more than the quality and tell them to which markets and segments within markets they should actually target their products or services. This analysis will help the company to decide what marketing strategies and tactics are the best ones to satisfy their customer and still gain profits. (Trott, 2002, 176-177; Wood, 2003, 43-46)

#### 4.2.3 SWOT

SWOT analysis is one main planning tool and its goal is to examine the strengths, weaknesses, opportunities and threats of the company. It gives good information about where is the company actually standing and which are the main issues they have to improve to be able to succeed better and which are the strengths that the company can rely on. It also gives some hints about what might happen in the future

and this gives the company changes to prepare for changes in future. It helps them to get better ability to answer for the future opportunities and threats that will eventually occur in fast developing world.

Every good SWOT analysis includes several distinguishing characteristics. First the analysis has to be honest, it does not help the company at all if the analysis does not include all the facts. The point of the analysis is not to make the company look good, because this way nothing would change and this would eventually cause problems in the future. Second, the analysis has to be broad. It does not give whole picture if the analysis is just done in the company's market area. Analysis should look especially opportunities and threats from outside the market area too, this way they are able to get wider picture what are the possible changes in the future and what are the issues the company should be prepared. Third, the analysis has to also consider multiple time horizons. There comes all the time new transportation methods and people are changing their habits for example more green products, which has to be taken in to consideration. It is mentioned that the analysis should be done for different groups of people, because the SWOT analysis is built on perceptions of the firm. The broader picture they are able to get, the better is the results of the analysis. (Dwyer & Tanner, 2002, 170-174)

The strengths and weaknesses do not list all the features of the company, they are only considering the critical success factors. Otherwise the list would be too long and the important factors could be lost. It is important that these critical factors are actually based on facts and it has to be considered that even if something is considered as strength, if the competition is stronger it can also be a weakness. Strengths and weaknesses are easier to find than the opportunities and threats which are important for the development of the company. Strengths and weaknesses are not so easy to predict and the factors change a lot in different businesses. Analysis and the factors should always be divided on absolute and relative strengths and weaknesses. Relative strengths provide the distinctive competence of a business. The absolute weakness that competitors also have should be identified, because it can easily become a source of relative strength which can be used to overcome the competitor. While evaluating strengths and weaknesses the company should realize that only the resources that would be valued by the customers should be taken into

consideration. The opportunities and threats should be divided to anticipated events and to trends outside the business that have implications for the performance. (Kotler & all, 2001, 81-85; Jobber & all, 2003, 281-282; Megginson, Byrd & Megginson, 2003, 97-100)

#### 4.3 Marketing Strategy

Target consumers/customers are the basis and centre of the marketing strategy. The total market is identified and divided into smaller segments by the company. This is followed by selection of the most promising segments and focusing on serving them. The company designs a marketing mix using mechanisms under its control: product, price, place, and promotion. The next step is to engage in marketing analysis, planning, implementation and control to point out the best marketing mix and to take action according to it. These activities are used to enable the company to watch and adapt to the marketing environment.

The strategic plan consists of several different components: the mission, the strategic objectives, the strategic audit, SWOT analysis, portfolio analysis, objectives and strategies, all of which feed from and feed into marketing plans.

Strategy development is a crucial part in launching a new product or creating a new marketing plan for an already existing product. New product strategy is a combination of different strategies within the company. New product strategy mainly derives its objectives from, marketing strategy, technology strategy, and the overall corporate strategy. These provide the context, the role, the impetus and the definition of the scope of new product strategy.



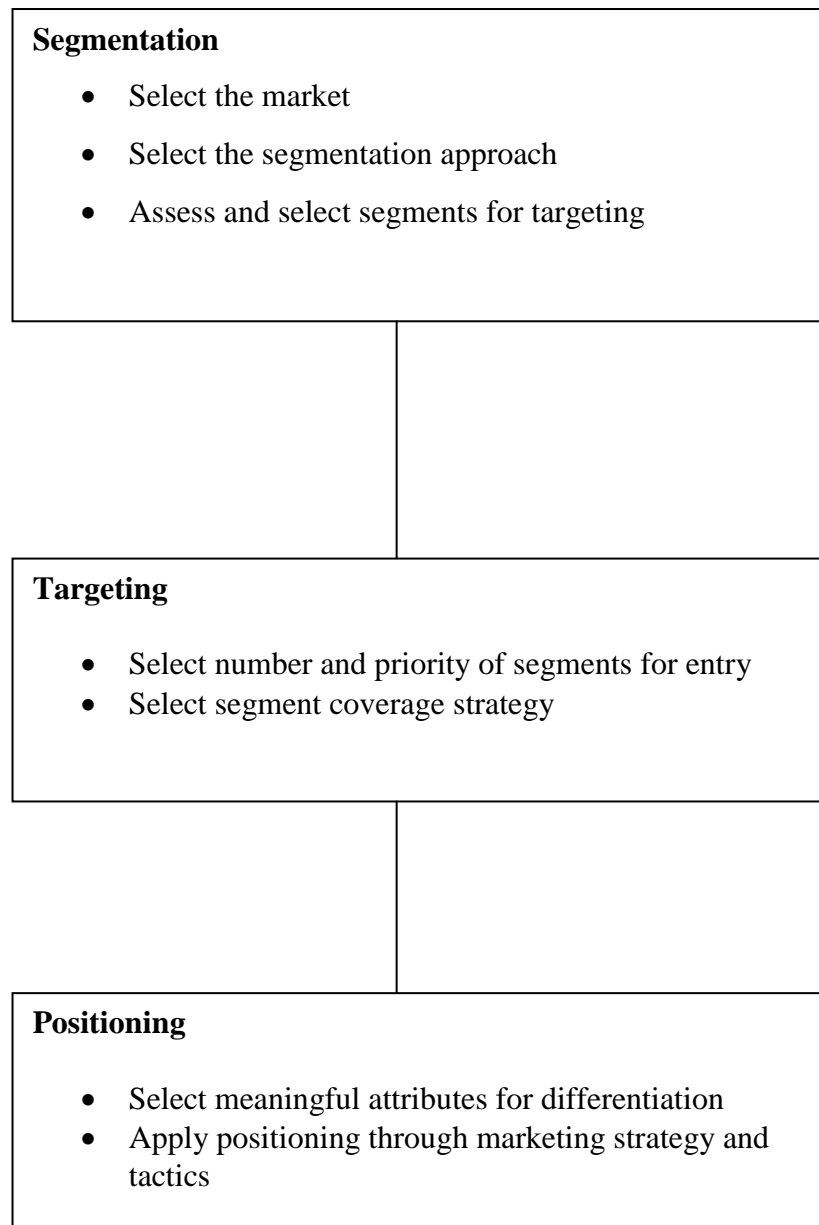


Figure 2: Segmentation, targeting, and positioning, adapted from figure 9.1: six steps in market segmentation, targeting and positioning from Kotler's Principles of marketing (Kotler, 2001, 316)

The figure 2 above shows how segmentation lays the foundation for targeting, decisions about which market segments to enter and the segment coverage strategy to use. It gives the reader the basic facts that are needed to understand all three steps. In the following section of segmentation, targeting, and positioning are discussed more thoroughly. (Trott, 2002, 354-355; Kotler & all, 2001, 77-78, 91-93)

### 4.3.1 Segmentation

Segmentation is a very important tool of marketing planning because it enables the marketing departments to focus their resources on the most promising opportunities. Getting to know your segment customers well and therefore understand exactly what they want and need, gives the marketing department better efficiency and effectiveness in their marketing efforts. Customer intimacy created through segmentation also enables the company to identify changes in the segment and act fast in response to these changes. Segmentation also helps companies to select the segments where only limited number of competitors are active or where their closest rivals are not competing. Segmentation involves subdividing markets, channels or customers into groups with different needs, to deliver tailored propositions which meet these needs more precisely. (Wood, 2003, 9, 54; Davidson, 1997, 335-340)

After careful planning and forecasting the next decision in the company is to decide how to enter the market. Any market is a combination of different types of products, customers, and needs. Companies marketing department is faced with a decision of determining the best segments that offer the opportunity for achieving company objectives set prior to this. Consumers can be grouped into various different categories based on geographic factors, which are countries, regions, cities, on demographic factors, which are sex, age, income, education, on psychographic factors, which are social classes, lifestyles, and on behavioural factors, which are purchase occasions, benefits sought, and usage rates.

Geographic segmentation means that the market has to be divided into different geographical units, such as nations, states, regions, counties, cities, or neighbourhoods. It is a choice made in the marketing department whether to operate in one or a few geographical areas, or to operate in all areas but to give focus to geographical differences in wants and needs. One key factor in geographical segmentation is the language spoken in a certain area. Demographic segmentation is a term where the market is divided into groups based on variables such as age, gender, sexual orientation, family size, family life cycle, income, occupation, religion, nationality, education, and ethnic community. The most popular bases for segmenting customer groups are those of demographic. A big reason for this is that

demographic variables are easier to measure compared to most other variables. Another reason for this is that consumer needs, wants and usage rates often vary closely with demographic variables. Geodemographics is a method of segmentation that is used more and more. It is the study of the relationship between demographics and geographical location. Geodemographics is based on comparing databases and other info. Psychographic segmentation is a tool for dividing groups based on lifestyle, social class or personality characteristics. Psychographic make-ups within the same demographic group can vary a lot. Behavioural segmentation puts buyers into groups based on personal experience, knowledge, attitudes, uses or responses to a product. A lot of marketers consider the behavioural variables as the starting point for creating market segments. Buyers can also be grouped according to occasions when they get the idea to buy, make the purchase or use the purchased item. Another good form of segmentation is to group buyers according to the different benefits they seek from the product. The market can also be segmented on the basis usage rate. This means that the people are grouped into light, medium, and heavy-user groups. (Kotler & all, 2001, 315-346; Megginson & all, 2003, 172)

#### 4.3.2 Targeting

Targeting is process where the attractiveness of each market segment is evaluated and one or more segments are selected. The segments that should be targeted are the ones where the company has a differential advantage over its competitors and where it can generate the greatest customer value and sustain it. The company should first evaluate all the data available to find the most attractive market for them. Some segments might seem to have the right size and the right growth characteristics but still might not be the most profitable ones. Smaller companies might find some segments too big due to lack of resources and skills or the competition in these segments is just too big. The relative power of buyers and the relative power of suppliers also affect the attractiveness of the segment. If buyers in a segment have strong or increasing bargaining power relative to sellers, they will try to lower prices, demanding more quality or service, and setting competitors against one another. When suppliers of raw materials, equipment, labour and services in the segment are

powerful enough to raise prices or reduce the quality or quantity of ordered goods or services, it also makes the segment less attractive.

When selecting the segment/segments to serve, the company should carefully consider and evaluate its long term plans and goals. Some segments might seem very attractive but divert the company's attentions and energies away from the main goals. After careful evaluation of different segments the company needs to select the segment or segments to serve. This in other words means selecting the target market. A target market can be defined as the set of buyers who share common needs or characteristics the company decides to serve. There are three different market-coverage strategies to choose from when selecting the target market. These three are: undifferentiated marketing, differentiated marketing, and concentrated marketing.

Undifferentiated marketing is a market-coverage strategy where the market segment differences are ignored and the whole market is pursued through one offer. In this the product and marketing programme is designed to appeal to the biggest number of buyers and it relies on mass distribution, mass advertising, and quality to give the product a superior image in people's heads. The advertising and promotion concentrates on product features and tries to avoid alienating any segments. Undifferentiated marketing also gives the company some cost economies. Production, inventory, and transportation costs stay low due to the narrow product line. Advertising costs are low and the lack of segment marketing research and planning lowers the cost of product management and market research.

Differentiated marketing is a marketing-coverage strategy where several different market segments are targeted and a separate offer is created for each one. It can be seen as "something for everyone" strategy. By offering different products and marketing variations the company aims for higher sales and stronger position in all off its segments. A strong position in several segments can also give the company stronger consumer identification, also leading to better repeat buying because the company's offer better matches the customer's desire.

Concentrated marketing is the third market-coverage strategy. When a company has limited resources concentrated marketing is the most appealing of all three. In

concentrated marketing the company targets a large share of one or a few submarkets, instead of going for a small chunk of a large market. When choosing concentrated marketing a company has to have great deal of knowledge on the segments and a specialist reputation, in order to achieve a strong market position in the segments(niches) chosen. Niches: meaning smaller segments with distinct needs or benefit requirements can often be identified within a large segment. Over time these small niches can grow into larger segments as many companies have found out. Concentrated marketing can also involve higher risks due to the nature of the segments. (Kotler & all, 2001, 95, 341-346; Bly, 1998, 99-119)

#### 4.3.3 Positioning

The third step in creating an effective marketing strategy is to clearly position a product or service offering in the market. Positioning is a combination of choosing the right target market and achieving a differential advantage. In simple terms it means choosing where and how we wish to compete. Choosing the right target market is already taken care of the first part of positioning but providing a differential advantage is the second important thing in positioning. When trying to provide the customer with a differential advantage the company needs to give the target customer something better and different compared to what the competition is offering. The marketing mix is used to create something different for the customer. There are four major factors of differentiation. These include: product, promotional, distribution- and price differentiation. Product differentiation can be achieved from adding special features that the competition cannot match. Promotional differentiation can be a result of superior service provided by salespeople or a creation of unique, valued images by advertising. Making the buying situation more convenient for the customers can be the source of distribution differentiation. Finally, price differentiation can be achieved by giving superior value for money through lower prices.

For successful positioning there are four key factors to consider. These four key factors are clarity, consistency, credibility, and competitiveness. These key factors can be seen in the figure 3 below. Clarity means that the idea has to be perfectly

clear, both in terms of target market and differential advantage. Positioning statements need to be very clear because complicated ones are very unlikely to be remembered by the target customer. People are targeted with messages and noise every day that is why a consistent message is needed to break through this noise. Positioning also needs to be consistent through out the years in order to avoid confusion with the customers. When selecting the differential advantage the company needs to keep in mind that the differential advantage must be credible in the minds of target customers. The fourth factor is competitiveness. Competitiveness in this concept means that the selected differential advantage has to have a competitive edge and it should offer something of value to the customer that the competitor cannot provide.

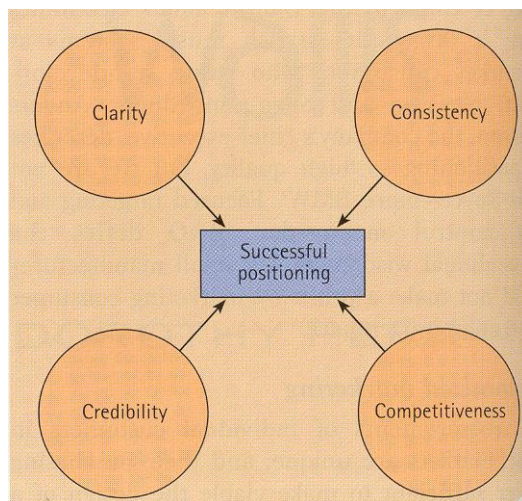


Figure 3: Keys to successful positioning (Jobber & all, 2003, 116)

Sometimes perhaps due to changes in customer taste or poor sales performance, a product or service needs to be repositioned. Repositioning involves changing the differential advantage, target markets or both. One option is to change the image of the product while keeping the same product and target market. Another option is to keep the product and image unchanged and changes the market segment it is aimed at. (Jobber & all, 2003, 116-118)

#### 4.4 Marketing mix

Developing the details of marketing mix is the next step after the company has chosen its overall competitive marketing strategy. The main goal of marketing mix is to set the controllable tactical marketing tools for the company, which helps the company to get the wanted response from the target markets. The marketing mix consists of all the factors that will influence to the demand of the company's products. The key issue in marketing mix is to be able to blend various factors in a way that it attains the objectives of the company and the target markets. The most known factors are the four P's: product, price, place and promotion. There are still mentioned other P's in different sources too and the most known ones after these four are process, productivity and quality, people and physical evidence. An effective marketing mix comes from four factors. First it has to match the needs of the target group. Second, it has to be able to create a competitive advantage against the competitors. Third, the marketing mix has to match the available resources of the company. Fourth, the marketing mix should be well blended to form a consistent theme.

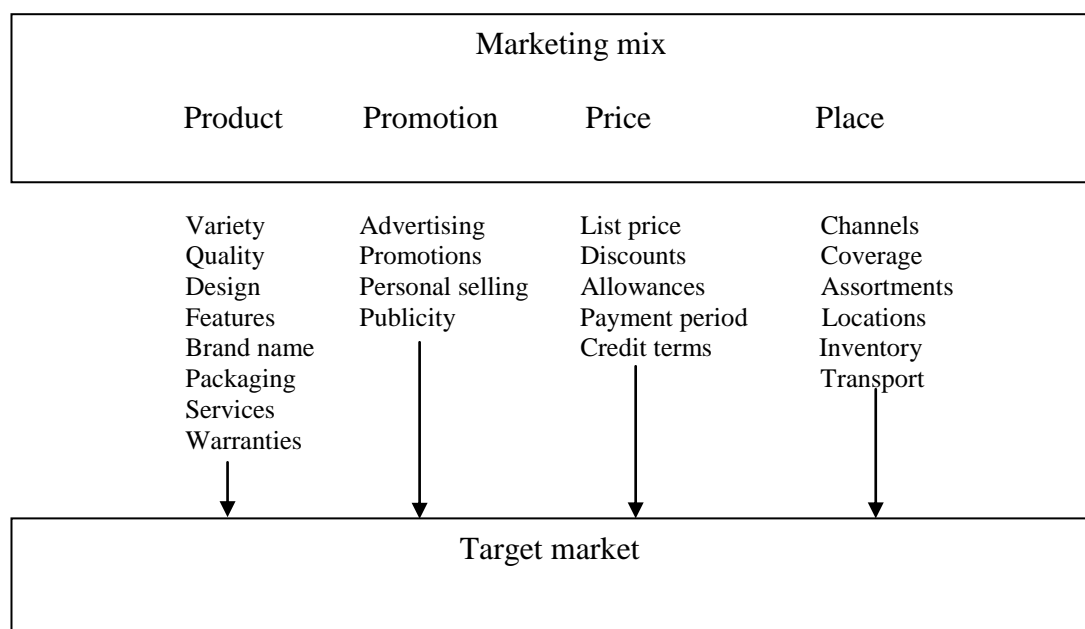


Figure 4: the four P's: the marketing mix (Kotler & all, 2001, 98)

In the figure 4 above can be seen the main four P's of marketing mix and the key factors of each one of these four P's that influence to the target market. The key elements for each product, price, place and promotion will be explained more accurately on the next chapters. These all are the key issues that has to be blended in a way that it attains the objectives of the company and the target markets. This way the marketing mix is developed so that it will satisfy the organization and customers as the best way it is possible. (Kotler & all, 2001, 97-98; Jobber& all, 2003, 10-11; Hatten, 1997, 265)

#### 4.4.1 Product

Product means all the services and products that the company is offering to the target markets. This is the most obvious element of the marketing mix. The customer decisions will be made based on the range, style and presentation of the product. These all three dimensions offer benefits for the customers, like is shown in the figure 5 below. Functional element shows what does the product actually do and that way makes the customers with actual need to buy the product. The physical element shows how the product actually looks like and by making the product look as attractive as possible and this way the company makes the customers to want the product. The symbolic element means the image of the product, so the company tries to make to customers to think that while they buy this they can show to other for example that they are rich or environmentally friendly. The physical and symbolic elements have become more and more important in the advanced economies, where customers actually have money and choice to make decisions.



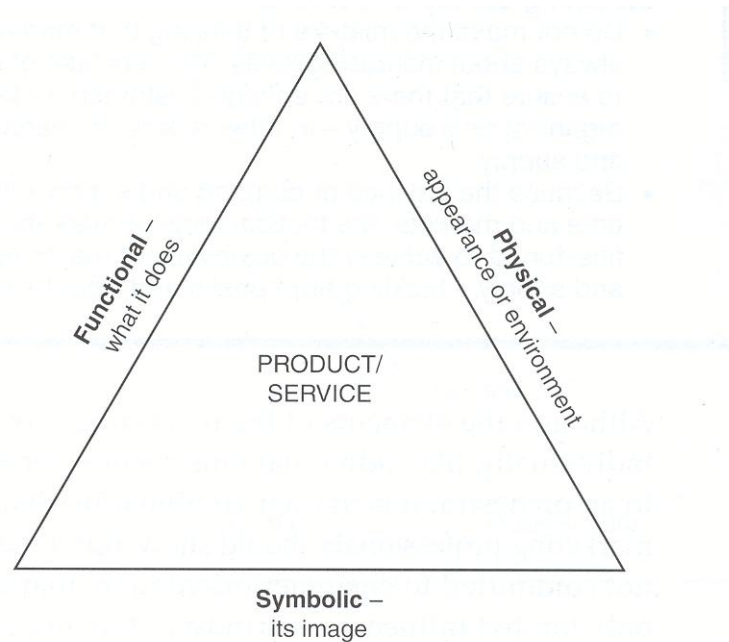


Figure 5: The three dimensions of customer benefits (Hatton, 2000, 178)

Nowadays when the customers have become more and more demanding and the technology and tastes change all the time, new product and service development has become more important. This means that while the products become out of date faster, companies must develop new replacing products all the time to be able to compete with the others. Managers must be able to select the best possible features for the product and for the supplementary service elements around it. This must be done on the way that it will in the best way possible reach all the benefits the customer desire. The term used to describe this kind of product is augmented product. (Hatton, 2000, 177-178; Kotler & all, 2001, 97-98; Lovelock & Wright, 2002, 13-14; Hatten, 1997, 266-269)

#### 4.4.2 Price

Price is the key element of the marketing mix. While other elements represent the costs, this is the only one that represents what does the company actually receives from the product or service. That is why the company has to be clear about their pricing objectives, methods and the factors that actually influence to the price setting. The company has to also take into account the possible need for discounts and offer

allowance in some transaction. Pricing is a really important part of the competition and the terms of payment can change the customer's perception, as can discounts, loyalty bonuses and special promotional offers. The tactical use of pricing can be very effective too. The company has to realize who actually sets the prices in their business, what the pricing methods that are being used are and what input does the marketing actually have, and based on these factors they have to be able to set the best possible price. This is the most challenging decision that the company has to make and wrong decisions can ruin the whole company. If the price is set too high, the customers will not buy the product and on the other hand if the price is set too low the company's costs will not be covered. That is why these decisions are often left to the guardians of the firm's financial health, to accountants. While price is the only element that will actually bring revenue to the company, the pricing decisions need to be done based on the information from the whole company.

The company has to take into consideration also other than the traditional pricing tasks, they have to seek to minimize all the other costs and burdens that customers may bear in purchasing and using the service. This includes additional financial expenditures, time, mental and physical effort and negative sensory experiences. These additional financial expenditures can include for example the travelling to the service site and the parking costs in there. These costs together with the actual price are called as the financial outlays. The time expenditures, physical effort, psychological burdens and sensory burdens are called instead as nonfinancial outlays. Time expenditures are the time that the customer has to wait for the service or product. This also involves opportunity cost, because the customer could spend the time in many other ways too. Physical effort includes the possible fatigue, discomfort and occasionally even injury during the visit to the service site or while using company's self-service equipment. Psychological burdens include mental effort, feelings of inadequacy or fear. These feelings may accompany the tasks of evaluating service alternatives, making selection and then using the chosen service. Because service outcomes are hard to evaluate, services that are high in experience may create psychological burdens like anxiety to the customer. Sensory burdens is relating to the unpleasant sensations affecting to any of the five senses. These can include noise, unpleasant smell, drafts, bad temperature or light or unpleasant environment or taste.

There are three main pricing strategies, which are cost-based pricing, competition-based pricing and value-based pricing. Cost-based pricing means that the prices are set relative to financial costs. The company has to take into consideration all the costs. Competition-based pricing is basically happening in very competitive environment where the customers can just choose the cheapest product to buy, so the pricing has to be set based on the competitors prices. Value-based pricing includes three strategies, uncertainty reduction, relationship enhancement and cost leadership, which are for capturing and communicating the value of service. Based on one of these the customer will realize that the value of the product for them is so high that they should buy it.

The relationship between price, cost and volume is the one that is causing problems in the price setting. This is because the price will determine the quantity demanded to sell. The total and average costs of the operation are determined by the quantity produced and the cost will determine what price will be charged. One good model to try to examine different pricing options and their impact on the performance is break-even analysis.

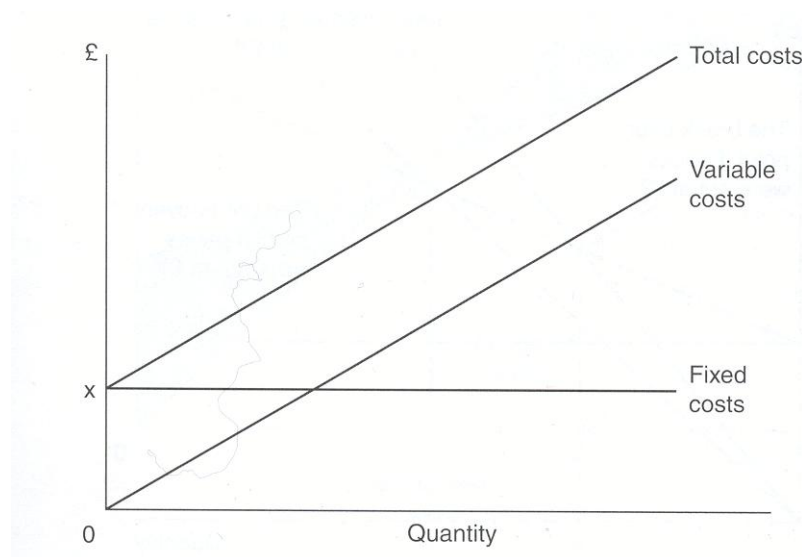


Figure 6: Break-even analysis (Hatton, 2000, 181)

Like is shown in the break-even analysis figure 6 above, break-even analysis consists of fixed costs, variable costs and total costs. Fixed costs are the costs that the company will have even if the company would be closed for a while. Fixed costs include rent, interest charges, salaries and wages. Variable costs are the costs that the company will have only when it is operating. Variable costs include for example raw material cost, energy costs and casual staff wages. Total costs are the one that shows in the figure the minimum amount the company has to earn to be able to survive, so it shows what the actual break-even point is where costs meet the revenues. Based on the analysis of what are the total costs and what is the optimal price the company can see the amount they have to sell to be able to cover the costs. The price level in a business will depend on the fact that is in the business more of buyer's or seller's markets. In buyer's market the price is closer to the price floor and the competition is high. In seller's markets the company is able to set the price closer to the price ceiling and the competition is not so hard. Other criteria's that influence to the pricing decisions are for example positioning of the business or brand, price of other products in the range, product-line pricing, payment terms and loyalty schemes, indirect taxes and surcharges, promotional and tactical pricing opportunities, customer's perceptions of value/money and quality and the image of the business. (Jobber & all, 2003, 9-10; Hatton, 2000, 179-187; Lovelock & all, 2002, 15, 172-179; Hatten, 1997, 272)

#### 4.4.3 Place

The place where the service or product can be bought will have more and more affect on the customers decisions now days, when people are increasingly coming more time sensitive. Time is becoming as a bigger issue than the price for many customers. This means that the customer expects that they are able to buy the service or product as close from them that is possible, so they do not have to spend too much time on going there to make the buy. On the company's point of view the, while choosing the place they cannot just consider what the customers want. They have to consider the distribution channels too. The company has to think also which the best locations for the distribution outlets are, best methods of transportation and the inventory levels that will be held too. This is because the company has to try to ensure that the

products and services are available in the proper quantities at the right time and in the right place. Distribution channels includes from organizations that the goods will go through on the way to the customer, like retailers and wholesalers. The company has to make sure they have good relationships with these companies, because they are providing the only cost-effective access to the marketplace. Many companies are gaining competitive advantages by changing their distribution. This is because technology has facilitated telephone banking and at-home shopping. This way business to business company is able to help their customers to lower their stock rates by just in time delivery services. (Jobber & all, 2003, 9-10; Hatton, 2000, 188-189)

The fact that should the company concentrate more on the customers or distributors point of view while deciding the location of the company, depends between different business areas. It is obvious that while the customers come to buy everyday products they want to get these services close to them, but while they are buying a luxury product or attending to sport events for example, they are more willing to come to buy or participate to the event even from longer distant. Some services like airports have to be located to relatively inconvenient locations because of the tight constraints in some areas. (Lovelock & all, 2002, 251-253; Barringer & Ireland, 2006, 269-270; Hatten, 1997, 269-271)

#### 4.4.4 Promotion

The company has to take several factors in to consideration while making promotional decisions, which are advertising, personal selling, sales promotions, public relations, direct marketing, Internet and online marketing. These are the ways to make the customers to know about the product or service and its benefits for them. All these different elements have their own strengths and weaknesses. Now days the fastest growing form of promotion is the use of Internet as a promotional tool. The key advantage of this is, especially for the small companies, that this way the company can easily widen their scope of the market with relatively low costs. The decisions which of these communication tools should be used in the company have to be done with care and consideration. Like it is earlier said that every one of these

tools have their own weaknesses and strengths, it is known that different communication methods more or less at the various stages of the decision making process. (Jobber & all, 2003, 10; Hatton, 2000, 211-212)

Advertising is the paid, public and non-personal announcement of a persuasive message by an identified sponsor or company. Advertising is the most dominant form of communication in consumer marketing. It is usually the first point of contact between the service marketers and their customers. It is also serving to build awareness, inform, persuade and to remind the customers. The role of advertising is to provide the factual information about the product or service and to tell to the customers about the features and capabilities of the product or service. One of the biggest challenges is to get the actual message to be noticed by the customers. This is because television and radio broadcast are cluttered with commercials and in the newspapers and magazines seems to be more ads than news and features, this makes it really hard to decide which media the company should use, to be able to get the best possible results. That is why it is not so easy for the company to get their ad to stand out from the crowd. In certain market areas, risk taking in advertising will be far more influential than avoiding it.

Personal selling is two-way communication between service employees and customers and it is designed to influence directly to the purchase process. The goal of personal selling is to be able to educate customers and to promote preferences for a particular brand. Personal selling is most likely to be used in business to business markets, because face-to-face selling is usually pretty expensive. The potency of personal communications is very high and messages can be easily adapted on the spot to meet the requirements of both customers and sellers. Personal selling differs from other selling methods a lot, because it is the only method where the feedback will be got instantaneously and that way the message can be tailored and it can be made more personal than in the other methods of communication. The strengths of personal selling are the fact that it provides fast and direct feedback. In comparison to mass media it gives the customer chance to focus only to the sales person and this way it reduces the likelihood of distraction or noise. When it is combined with the power to tailor messages, it has a huge potential to solve customer problems. The weaknesses of personal selling are the high costs, which mean that the reach and

frequency of contacts is low, the control over message delivery is often low and it can also be counted as a weakness, because this might cause disadvantages of message inconsistency. This can lead to misunderstandings and confusion.

Direct marketing is a way to increase the productivity of the sales force and to be able to use their expensive skills more effectively. Direct marketing gives the company an opportunity to improve their levels of performance. The use of an inside telemarketing department is being seen as a compatible sales channel to the field sales force. Telemarketing team's main task would be to search for and qualify new customers for example by searching customer accounts and this way they will help the field force to gain the required information to attend the client personally. The telemarketing team can also provide a link between network members which serves to maintain the relationship, this can be really helpful especially on instable and difficult periods. Companies might prefer to place orders through telesales teams, because it does not involve the time costs associated with personal sales calls. The routine of such orders normally gives greater efficiency for all concerned with the relational exchange and it also reduces costs. Direct mail activities are becoming more important in the field where personal contacts are seen as unnecessary or where limited field sales resources are deployed to key accounts. These direct mails are mainly used to supplement the activities of the field force. The goal of all these activities is to free the field sales force to increase their productivity and to spend more time with established customers or those with high profit potential.

Customer service is dealing mainly with the new customers who need some assistance in how to use the service or product. Employees in the customer service positions are responsible from the delivery of different supplementary services, which includes providing information, taking reservations, receiving payments and problem solving. When the company has several different products available, they encourage their customer service staff to cross-sell additional services. This approach needs to be properly planned and executed or it is likely to fail.

Sales promotions are used as temporary changes in the elements of marketing mix. When sales promotion is employed creatively and appropriately it is a powerful marketing tool. It should always be combined within the overall communication

activity and developed to support sales activities and to add impact to advertising campaigns. Sales promotions must be done to directly appeal to the target audience and to be perceived by them to add value. Sales promotions are usually specified to a time period, price, customer group or all three. The goal in sales promotion is to be able to persuade customers to accelerate the purchasing decision or motivate customers to use the specific service or product sooner, in greater volume with each purchase and more frequently. Sales promotions add value, provide a competitive edge, boost sales during periods when demand would otherwise be weak, speed the introduction and acceptance of new service and to get customers to act faster than they otherwise would.

Public relations is basically an effort to stimulate positive interest in organization and its products, this happens by sending out news releases, holding press conferences, staging special events and sponsoring newsworthy activities put on by third parties. Basically the main elements of public relations strategy are the preparation and distribution of press releases that feature stories about the company, its products and its employees. Public relations are perceived incorrectly as free method of marketing and that is why it is often treated only as afterthought of limited value. It is actually on the opposite often highly effective method of communication, because it is judged by the audience to be an objective. Public relations require investments of time and effort, like the other communication element too, if the company wants it to be successful and effective. The publicity is not free, the costs come from employ professional public relations support, from invitation and entertaining the media, from setting up the activities or just from taking photos and dispatching. These all costs are necessary, because even if the company has done everything there is a change that all the efforts will be unrewarded. This can happen if the event fails to get a mention in the right media, the company can never know it beforehand because the publicity cannot be controlled. That is why the company cannot just do this like in advertising. They have to be able to influence to the editors and journalists to take up the story or try the product, the company cannot just book space and insert message. This is why it is worth developing contacts with the journalists in the business area, and talk with them in advance about the forthcoming activities and events. The company should offer to each publication a unique angle and try to emphasize dimensions of particular interest to its audience. The key task of public



relations specialists is to teach senior managers to present themselves well at the news conferences or in radio and television interviews. (Lovelock & all, 2002, 199-207; Fill, 1995, 339-439; Hatton, 2000, 211-222; Sutherland & Canwell, 2004, 7-16; Fallon & Senn, 2006, 53-56; Farrell, 2000, 39-41)

Every marketing program that the company will be using has to include an effective communication program, to be able to make the program to succeed. The planning and implementation of marketing communication will be most effectively carried out with clear set of objectives, over a set timescale, using the right tools for the job and with cost-efficiency at its core. This means that it has to be understood, how to organize promotion, the nature of the tools available and how to use the tools of planning in the field. Communication program has three vital roles in the game. It has to be providing the needed information and advice, it has to be able to persuade the target customers of the merits of a specific product and it has to be able to encourage them to do the action at the specific time. When these programs are effective the process should be working, but there are still always obstacles which make it harder to succeed. Even if the company (sender) was able to get the message to the customer (receiver) there can be distractions on the way. These can be simply just that the customer is doing something else (noise) at the same time, or that the competitors are generating conflicting messages (noise), which can cause problems. These problems can be that the message is interpreted in a wrong way or that the customers get confused and will not be able to buy the product. In the communication process the feedback has to be taken into consideration too. The feedback will tell to the company whether the communication worked or not, did the right message get to the right person or not, was the message received and understood or not, was there an action because of the message or not and that how could the company improve the whole process. The feedback is actually really essential to the constant challenge of being able to improve the efficiency and effectiveness of the business. These are also shown and explained in the figure 7 below.

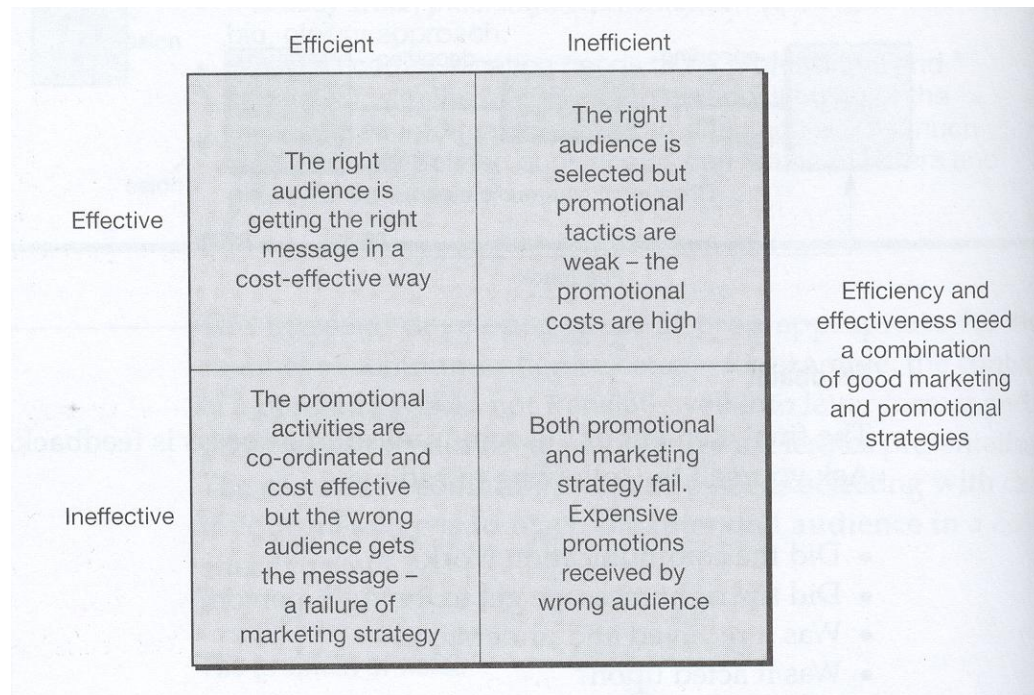


Figure 7: Ensuring promotional efficiency and effectiveness (Hatton, 2000, 208)

Promotional activities add value in several ways. Promotional activities are a way to create image, this happens by producing symbolic values associated with a purchase. The branding also represents status or fashion, which sustains premium prices in the marketplace. Reputation also reduces risk, this happens because products that has been establish earlier and the image of the company together are reducing the purchasing risk in the customers mind. There is also the direct promotional value, which means the elements of the promotional activity that are adding value more directly. There are also the promotional reassures, which means that the company is offering promotional post-purchase helps and this way they are able to reassure unsure customer that they have done the right decision by buying their product. (Hatton, 2000, 187-188, 204-208; Lovelock & all, 2002, 14; Ace, 2001, 29-81)

#### 4.5 Control

Control is the last part of the marketing planning process. The lack of appropriate monitoring and evaluation procedures in the company will be a significant block to the successful implementation of any strategy. It is obvious that what gets measured, gets done. The goal of control systems is to make sure that the company can

recognize if the performance and results does not match the objectives and can instantly take corrective actions. Short-term control systems are created to see the results against objectives on a weekly, monthly, quarterly and/or annual basis. These measures will include sales profits, costs and cash flow. For the long term follow ups and controlling, the company will create strategy control systems.

In these strategy control systems managers have to stand back from week-by-week and month-by-month results to critically reassess whether their plans and objectives actually are matching their capabilities and the environment. If the long-term control perspective is lacking it may result in the pursuit of plans that have already lost its strategic credibility. It might have happened because new competitors have appeared, there have been changes in technology or the customer requirements have changed. This would automatically return the planning process to the beginning since this kind of fundamental review is conducted in the marketing audit. Marketing audit is the activity of assessing internal capabilities and external opportunities and threats that result in a SWOT analysis. This can eventually lead to redefinition of the business mission or to changes in marketing objectives and strategies to realign the business with its environment. It can be said that the control systems are essential to make sure that the company drives through the content of the plans and achieves its objectives in the marketplace.

Marketing control is an essential element of the marketing planning process, because it gives to the company on review of how well their marketing objectives have actually been achieved. Failures can be caused by poor performance of individuals, by unrealistic marketing objectives and performance standards, the attainment of marketing objectives and standards might have failed or by the fact that even if the one objective was achieved it did not actual help to achieve the wanted result. The marketing control will find out which one/ones of these are causing the problems to reach the goal and decide which the corrective actions that should be done are, to be able to reach the goal in the future. (Jobber & all, 2003, 286, 316-317; Fifield, 1998, 271, 277-283)

## 5. PURPOSE OF THE STUDY AND CONCEPTUAL FRAMEWORK

The purpose for this study is to help Mr Jones bar and kitchen in their effort to enhance their product and service. Being a young company Mr Jones has never had its customers studied or surveyed. In this thesis we are aiming at finding out exactly what customers want from the product or service they are buying. The number of international customers at Mr Jones is growing rapidly and this is why companies with international guests have been taken under the scope.

The theory part takes a close look at the main points of analysing the company internally and externally. A SWOT analysis of the case company is also discussed. Creating an effective marketing strategy is also one of the focuses in the theory section. The empirical part is executed by conducting a series of open question interviews and putting this data together. The case company wants to know the key factors when choosing a product or service. This qualitative approach gives the company accurate information needed to better the product.

The purpose of the conceptual framework is explaining the basic steps in a marketing plan. The conceptual framework starts from creating the mission. In this stage the company has to decide which their goals are in the future, and how are they reaching to achieve them. On the second part the company has to do the analysis, both internal and external and based on these do the SWOT analysis. This way the company knows which are the strengths, weaknesses and possible threats and opportunities in the future. After this the Conceptual Framework moves to creating the marketing strategy. In this part the company decides the segmentation, targeting, positioning and gets an idea about the effects of cultural differences on the strategy. It has to be done because the research will be done to international organizations. After this the conceptual framework moves to the step where the company is creating the marketing mix. In this point the company does the decisions on product, price, place and promotion issues. The final part of the conceptual framework is the control, it is the part where the company decides how to control the whole process and it tells how the control is effecting on the earlier steps. It gives on idea that control influences to

all parts and gives the company changes to improve their efficiency and effectiveness though time.

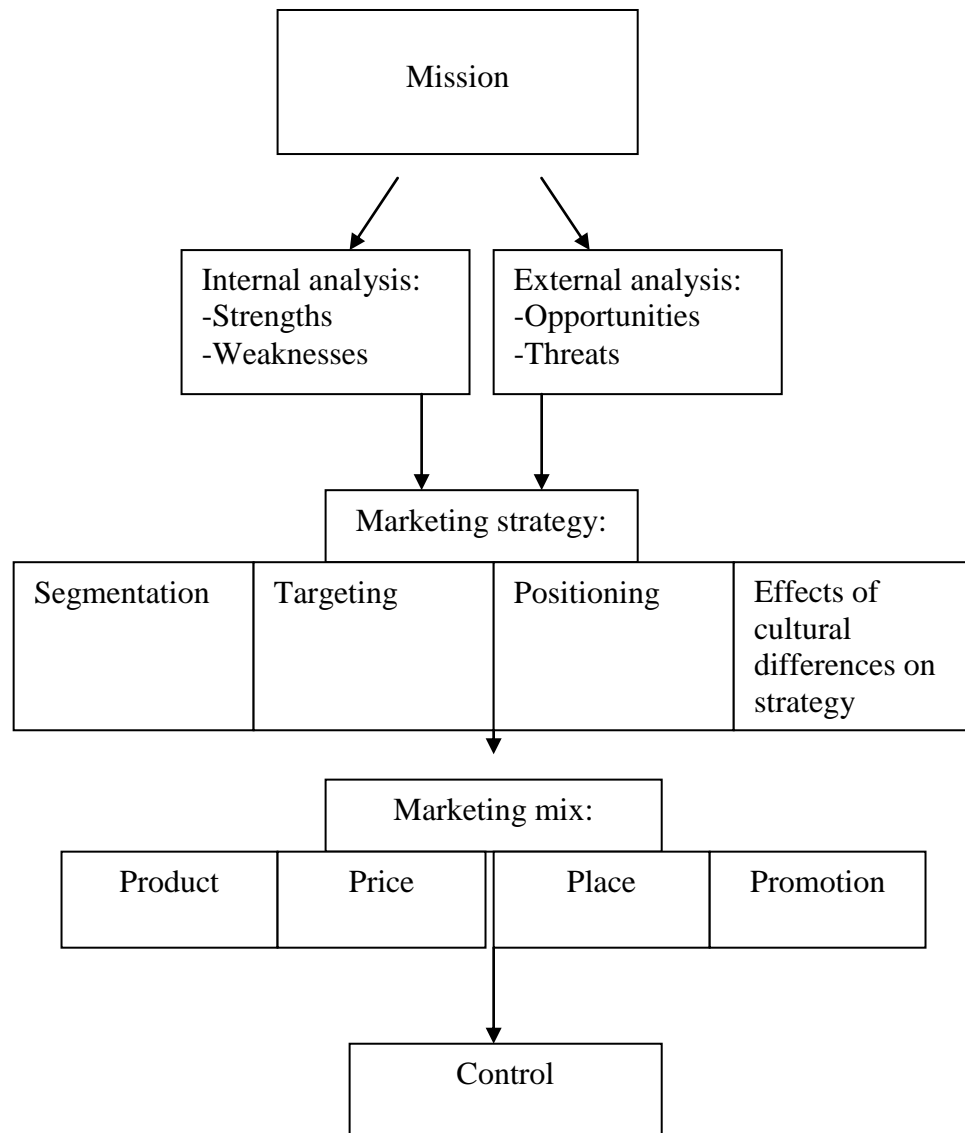


Figure 8: Conceptual Framework of this study: Marketing planning process, adapted from Cheverton, 2004, 213

## 6. RESEARCH METHODS

### 6.1 Basic paradigm

There are two main categories for data gathering, these are theoretical research methods and empirical research methods. The main differences between these two are that the theoretical research consists of previous studies that have been done from the subject and the information already exists. The empirical research needs data collection with systematic method and the data comes for example from interviews. The two usually mix, because theoretical research ends up in empirical conclusions. (Uusitalo, 1991, 89-96)

For gathering data either quantitative or qualitative method can be used. Quantitative method is gathered from large amount of questionnaires and the research method uses statistical techniques and mathematical measures. This way the researchers are able to determine the similarities and differences of the answers. Qualitative research method is based on open-ended questionnaire and the summary will be based on analyzing these given explanations and suggestions. Qualitative research differs from quantitative research in five significant ways. These are the use of positivism, acceptance of post-modern sensibilities, capturing the individual's point of view, examining the constraints of everyday life and securing rich descriptions. (Saunders, Lewis & Thornhill, 2003, 327-409; Proctor, 2000, 272-; Denzin & Lincoln, 1998, 8-11)

Qualitative paradigm was chosen because most of the questions had follow up questions with detailed answers and it was wanted that the participants of the interviews would have as much freedom as possible to give suggestions and comments. The used method for the interviews was a face-to-face theme interview. By interviewing face-to-face, it is possible to give follow up questions and to get more detailed answers. The goal was to get answers from 10-15 large international organizations' representatives from the Rauma region.

## 6.2 Data gathering

The theoretical data gathering was done by using sources that were found relevant to the subject. There was mainly used book and articles as sources, because critical assessment of internet based sources was used to have as reliable sources as possible in the study. An open-ended questionnaire was designed as a base for the theme interview. Theme interview is a semi structured interview, where the purpose is to let the conversation go as freely as possible and use the questionnaire only when needed. As it was noticed the semi structured theme interview was the best possible way of doing the interviews. This is because, in the main part of interviews the representatives were talkative and the conversation went smoothly, but in couple interviews where the representatives were not so talkative the questionnaire still made it possible to smoothly lead the interview and to gain the needed information. The questionnaire was designed in co-operation with the case company's representatives and part of the questions came straight from them. The interviews were done face-to-face in the companies' facilities. The interviews were recorded, so that the compacting of interviews would be easier. In the beginning of interviews the case company Mr. Jones bar & Kitchen was shortly introduced. Majority of representatives were happy to answer and give as much information as possible, and also to get knowledge of Mr. Jones bar & Kitchen. The representatives were also asking questions about Mr. Jones bar & Kitchen and were interested of their services. The other main sources of information for the study were the discussions with the representatives of Mr. Jones bar & Kitchen: Riku Räsänen (owner), Teea Junnila (restaurant manager), Toni Järvinen (customer manager), Teemu Laitinen (main chef). (Hirsjärvi & Hurme, 1995, 35-37)

## 6.3 Data analysis

The data was analysed by doing a summary of each interview and drawing up a conclusion of all of the interviews. This was the most useful way of analysing the data. In the conclusion of the interviews all the congruent information was mentioned, in addition to the different facts stated by the interviewee's.

#### 6.4 Quality assessment of the study

The main issues in assessing the quality of the study are the validity, reliability and objectivity of the research. The validity of the research determines whether the research truly measures what it was supposed to measure and how truthful the research results actually are. The reliability means that how accurate and reliable the results actually are. The research results cannot be random. The reliability problems are mainly caused by human errors done while analyzing, rewriting or interpreting the research results. The objectivity means that the research results can not be depending from the researcher. This means that the researcher should be neutral and take no sides. The researcher cannot let his or her beliefs influence to the research results. (Heikkilä, 1999, 28-29)

The questionnaire was made, in order to make sure that the information gathered in the interviews would actually give the needed information for this study. Because of this it can be said that the research results are truthful and valid. All the companies wanted for the interviews gave a quick response and interview times were scheduled at a fast pace. These companies were Aker-Yards, Areva, Metsä-Botnia, Oras, Raumaster, Rauma Stevedoring, Rolls-Royce, RTK-palvelu, Teollisuuden Voima (TVO) and UPM-Kymmene. The basic information and information based on the open conversation that was gathered is reliable. If more interviews had been conducted, the results would have been similar to each other excluding a few exeptions. Some new ideas, recommendations or point of views came up from almost all the interviews. From the objectivity part of the research results can be said that both of the researchers were neutral and did not take sides.



## 7. RESEARCH RESULTS

### 7.1 Description of case company

There is a story behind the Mr. Jones Bar & Kitchen: Mr. Jones was a legendary traveller, who was living in sailor stories. The legend tells that his purpose of life was to visit in every corner of the world to gather experiences and meet different people. On the way he got to know people from natives to celebrities. His passion was to gain flavour experiences from delicacies of different countries cuisines. He was known everywhere as a gentle and social guy, who had stories as long as there was food and drinks available. The dearest place for Mr. Jones in the whole world was Rauma. Rauma became his home port, a place where he truly felt like home. Especially the cheerfulness of people in Rauma and yarn-spinning impressed him. His dream was to build a place in Rauma for people to eat and socialise, which would carry his legendary name: A place where people could get together along with good food and drinks and to get to know Mr. Jones' beloved souvenirs.

The new facility downstairs is named as Juhlakellari and it is offering place for meetings and parties. The facilities include newest technology, own kitchen and two different sauna facilities and is offering tailor made solutions for companies/groups and places for 100 persons. The prices are compatible and the food and drinks are high quality. (Mr. Jones, 2007)

### 7.2 Survey results

The results were gathered from interviewing representatives of ten biggest international companies located in Rauma area. In the following chapters short descriptions of the companies and the results that came up in the interviews can be seen. The interviews were done based on the same questionnaire (see appendix 1) and the results are based on the opinions, ideas and knowledge of the representatives of each company.

### *Aker-Yards ASA*

Aker Yards ASA is an international shipbuilding group focusing on sophisticated vessels and is one of the world's largest shipbuilders. The group is organized through three business areas; Cruise & Ferries, Merchant Vessels and Offshore & Specialized Vessels. Aker Yards comprises 17 yards in Brazil, Finland, France, Germany, Norway, Romania and Ukraine with some 20,000 employees. The Rauma yard is the world's leading ferry builder, and is also specialized in small cruise ships, multipurpose icebreakers and naval craft. (Aker Yards, 2007)

Aker-Yards ASA is hosting international guests weekly and usually the visits are lasting for one or two days. They are using different service providers for hosting their guests, depending on their guests. Mainly they are using services of Juhlahovi or Johtola. They knew a bit about Mr. Jones Bar & Kitchen, but have not ever heard about the facilities downstairs or about the possibility of tailor made solutions for companies. They would be interested to try Mr. Jones Bar & Kitchen as a service provider. The representative of Aker-Yards stated that the main criteria's on selecting the service provider are quality/service quality, location in centre of Rauma and the fact that the place is nice, suiting for the guests and that the service is really working. They also mentioned that the price is not an issue as long as everything is working. In addition to this the need for nearby parking space was mentioned.

### *Areva*

Areva is the world energy expert. Areva offers its customer's technological solutions for highly reliable nuclear power generation and electricity transmission and distribution. They have 58,000 employees that are committed to continuous improvement on a daily basis, making sustainable development the focal point of the group's industrial strategy. Areva has operations all over the world and here emphasize has been put on the Areva Finnish branch, which operates in Olkiluoto. (Areva, 2007)

Since Areva is an international company, all of the guests from their home offices are international and these kinds of visits take place weekly. The length of visits can vary from half-day stays to several months. For these longer visits they have a couple of apartments in the centre and for shorter stays they are using local accommodation services. They are basically using all of the main local service providers in hotel and restaurant business area. The representatives of Areva were familiar of Mr. Jones Bar & Kitchen and their offerings and they already had experience with Mr. Jones Bar & Kitchen services. The main selection criteria's for the service provider would be convenience, price and quality. The representative of Areva mentioned that, because there are so few providers of these kinds of services in Rauma, some kind of variety would be welcome.

#### *Oy Metsä-Botnia Ab*

Oy Metsä-Botnia Ab is the Europe's second largest pulp producer. Their softwood, birch and aspen pulps are ideally suited for the production of high-quality printing and writing papers, packaging boards and tissue. Their pulp mills are located at Joutseno, Kaskinen, Kemi, Rauma and Äänekoski. These mills have a total combined production capacity of 2.7 million tonnes a year of ECF and TCF bleached pulp. They have around 1,600 employees. (Metsä-Botnia, 2007)

Metsä-Botnia has international guests just a few times in a year (3-5) and the visits last mainly just one day. They are using their own Sauna facilities for hosting the guests and are rarely using any outside service providers. They were not so much familiar with the whole Mr. Jones Bar & Kitchen and had no idea about the facilities downstairs and about the tailor made solutions for companies. They would be slightly interested about the services of Mr. Jones Bar & Kitchen, but the representative of Metsä-Botnia still mentioned that they rarely need these kinds of services. Most important criteria's for choosing the service provider are quality/service quality, facilities and location in centre of Rauma. They did not have suggestions for Mr. Jones Bar & Kitchen and just mentioned that sauna and meeting facilities will be needed while hosting the guests.

### *Oras*

Oras is the Scandinavian market leader and one of Europe's largest manufacturers of faucets. The Group has production facilities in Finland, Norway and Poland plus sales offices or agencies in most European countries. Group Headquarters are located in Rauma, Finland. Oras develops, manufactures and markets user-friendly and innovative faucet systems and the related valves and modules. Oras is relying on their decades of experience in designing faucets and using a variety of materials, as well as on their solid expertise in software and hardware, when developing and manufacturing user-friendly products. (Oras, 2007)

Oras hosts international guests weekly and on average they have 500 guest per year. Usually the guests are staying from one to three days, where one day is more formal and rest less formal. They are changing the service provider based on the guests and are using for example Wanha Teatteri and Wanhan Rauman Kellari. They were familiar with Mr. Jones Bar & Kitchen, and had just read a little bit about the facilities downstairs and about tailor made solutions for companies, from Länsi-Suomi. They have not been using the services of Mr. Jones Bar & Kitchen so much, because beforehand they have been a bit afraid of the “modern and American” menu. After they got the information about the offerings of different cuisines and chefs, which can make what they want, they got more interested in the services of Mr. Jones Bar & Kitchen. The main criteria's of choosing the service provider are changing a bit based on guests. The main criteria's usually are the relationship between quality and price, which should be competitive, and the location, which should be in centre of Rauma. Convenience and versatility would be a bonus and the extra services are usually not needed. The representative of Oras would like that there could be see the Finnish culture and to be able to get Finnish foods. Especially fish was wanted.

### *Raumaster Oy*

Raumaster Oy is an expert in material handling. Finnish engineering in the wood processing and energy industries is of world class quality and that is one reason why

Raumaster Oy is succeeding in that area. Raumaster Oy was founded in 1984. It is a renowned supplier of advanced material handling systems and equipment. Today Raumaster Oy is regarded as a global leader in its line of business. Their turnover is approximately 60 million Euros. (Raumaster, 2007)

Raumaster Oy hosts international guests on weekly basis and the guests are staying from two to three days up to a week. This is depending from the guests and where they are coming from. They are using services of different service providers in the Rauma area. They mainly use the services of Fosters Bar, Wanhan Rauman Kellari and Wanha Teatteri. They were unfamiliar with Mr. Jones Bar & Kitchen and had only got the image of a “small pub”. After explaining about the new meeting facilities, they got interested in using the services of Mr. Jones Bar & Kitchen. Their main criteria’s for selecting the service provider were the quality/service quality, facilities, close location and convenience. They also mentioned that having a sauna is really important due to the fact that it is something that people know about Finland.

#### *Oy Rauma Stevedoring Ltd*

Oy Rauma Stevedoring Ltd is a full service port operator. The Company provides all the required services for port operations, they provide cargo handling, warehouse facilities, forwarding, ship-owners' services, international shipments and customs terminal. Oy Rauma Stevedoring Ltd has more than 600 employees, their turnover is more than 50 million Euros and they have more than five million shipping tons per year. (Rauma Stevedoring, 2007)

Rauma Stevedoring is hosting international guests weekly and the visits are usually lasting from one to two days. They are using these different outside service providers’ weekly basis and are changing the provider because of taxation and based on guests. They are using the services of Kalliohoivi, Wanha Kellari and Johtola for example. They knew Mr. Jones Bar & Kitchen, but have not heard from the downstairs facilities and tailor made solutions for companies. The representative of Stevedoring had a good image of Mr. Jones Bar & Kitchen’s style and the fact that it differs from other places is a positive influence. They also mentioned that there has

been a lack of advertising after the beginning. They would be interested to use the services of Mr. Jones Bar & Kitchen.

Their main criteria's in choosing the service provider are price and quality relationship (other wise the price is not the issue), availability of the service and versatility of the services with certain guests. Other important criterion that was mentioned is the fact that the personnel should remember the small things, like saying welcome while guests arrive, they should be able to tell more about the meals, for example what is actually the fish of the day. The personnel should remember and pay attention to the customers. The personnel should also know how to actually sell the product or service. Everything should be under the radar of the management, service should be customer oriented and the style of the company should come out all the time. The representatives were also saying that it would be really important that everything would work and be on time. They would also like target marketing for big companies like stevedoring is. They would like to have ready made packages for example on lunchtime for families with cheap/reasonable price. In their opinion it would be important that the image and reality would actually match/meet each others.

### *Rolls-Royce*

Rolls-Royce's marine division, with a turnover of 1.6 billion EUR employs 6,500 people and its global support network includes offices and support facilities in 33 countries. Rolls-Royce Oy Ab in Rauma is manufacturing Ulstein Aquamaster azimuth thrusters and Rauma Brattvaag anchoring, mooring and towing systems and employs 280 people. Rolls-Royce Oy Ab in Rauma has risen to the number one place in its own area of business: ship equipment building manufacturer. (Joensuu, 2005)

Rolls-Royce is hosting international guests or partners almost every day and more important guests approximately twice a month. The visits are usually lasting a maximum of couple days, because of today's busy schedule. They are also hosting once in a while one week training sessions for their partners and workforce. They are using outside service provider on weekly basis and are changing the service

providers based on the host and guests. They knew about Mr. Jones Bar & Kitchen, but have not heard beforehand about the newly opened facilities downstairs and about the tailor made solutions for companies. They would be interested of Mr. Jones Bar & Kitchen services, and the representative of Rolls-Royce actually asked Mr. Jones personnel to contact them, and arrange a visit to see the facilities.

The representative named that Rolls-Royce's most important selection criteria's are the quality of service and food and that the price and quality will match. Versatility of food for example is pretty important for them too. Facilities do not matter so much, as long as facilities are in good condition and have everything they need and location does not matter so much either, because in Rauma area everything is pretty close. They do not often need any extra services, so those are not important at all. These criteria's depend from the guests a bit. They also mentioned that professional skills are really important and needed and they would appreciate if the service provider would be able to give them suggestions and arrange everything needed based on the guidelines they will get. The representative mentioned that it would give a competitive edge if someone could provide something new for visitors, who have been travelling all around world the last 30 years.

### *RTK-Palvelu Oy*

RTK-Palvelu is providing janitorial, maintenance and cleaning services through out a nation wide organization. They have wide specialties which enable tailor made procedures for the needs of demanding customers. They have been serving 30 years with both small and big organizations. (RTK-Palvelu, 2007)

RTK-Palvelu is hosting international guests every month and the visits usually last from one to three days, but sometimes up to one month. RTK is using variety of service providers based on the guests. For formal guests with suits they are using services of Kalliohovi and for a bit less formal guest services of Wanha Kellari. They know about Mr. Jones Bar & Kitchen, but not so much about tailor made solutions. The representative was familiar with Mr. Jones Bar & Kitchen and they have already

been using their services for some guests. The style in the bar is a little bit “American” and guests from France or German might want something else.

The main criteria’s in choosing the service providers depends from the guest’s style, needs and wants. Basically convenience and overall quality and service quality are the most important ones. There is not so much time to convince the customers so everything has to go smoothly and without any extra effort on the visit time. If quality and price match it is always a bonus, but mainly the price does not matter so much. Facilities should be simple and not attract too much of the attention from guests and while official meeting for example lunch, the waitress should be “unseen” but effective. On the evening meetings, which are not so formal, they would like if the guests could see something from their culture or/and Finnish culture from the facilities. Extra services does not matter so much either. The representative mentioned that cooperation with the club Komeetta would be good (located in the same building), so entry and leaving jackets would go smoothly just by giving a ticket and paying together with the other bill. They would like that when they just call Mr. Jones and tell which kind of guests and how many is coming and what they want, everything would be organized by the company.

### *Teollisuuden Voima Oy*

Teollisuuden Voima Oy (TVO) is a private electricity generation company owned by Finnish industrial and power companies, to which the company supplies electricity at cost price. The company owns and operates two nuclear power plant units on the west coast of Finland in Olkiluoto, in the municipality of Eurajoki. In addition to the nuclear power plant, TVO is a shareholder in the Meri-Pori coal-fired power plant. TVO was founded in 1969 and nowadays their workforce is around 750. (Teollisuuden Voima, 2007)

In the case of Teollisuuden Voima Oy, the right person could not be contacted. But basic answers were given by an employee. The answers were that they are having some international guests, but any outside service provider is not needed. The hosting is mainly handled in their own facilities by Sodexo.



### *UPM-Kymmene*

UPM-Kymmene is one of the world's leading forest products groups. Their businesses focus on magazine papers, newsprint, fine and specialty papers, converting materials and wood products. UPM-Kymmene has production in 15 countries and an extensive sales network comprising 150 sales and distribution companies around the world. Their main market areas are Europe and North America. Company's sales in 2006 exceeded EUR 10 billion and the group employs approximately 28,000 people. (UPM-Kymmene, 2007)

UPM-Kymmene hosts international guests weekly and the visits usually last one or two days. They are mainly using their one facility (Johtola) in hosting the guests, but are also using different service providers from Rauma, depending on the guests. They knew Mr. Jones Bar & Kitchen, but did not know about the facilities downstairs and about the fact that Mr. Jones Bar & Kitchen is offering tailor made solutions for companies. The main criteria's for selecting the service provider are the quality/service quality, location in the centre of Rauma and that the facilities will be in good condition. The location is important, because the time schedules are tight and the schedules have to match. Convenience and versatility are of course playing a little role in decision making. The price was said to be not so important as long as everything works and possibilities for extra services is just a bonus, not necessity. The representatives of UPM-Kymmene said that they would be ready to use Mr. Jones Bar & Kitchen as a service provider. The representatives of UPM-Kymmene also mentioned that professional and skilful staff with good language skills is a necessity.

### *Conclusions of the interviews*

Based on the interviews it could be seen that there is definitely a need for services like Mr. Jones Bar & Kitchen is offering and that there is a need for variety of services like they are offering. The difference and international atmosphere was seen

as a positive thing. Mr. Jones Bar & Kitchen was mainly thought to suit evening activities and not so much formal meetings. The interviews showed that the most formal meeting will be mainly handled in company's own facilities and guest with suits would be rather taken to for example Kalliohovi. The possibility for two different Sauna facilities was seen as a positive factor, because the guest groups usually have both males and females.

Most companies that were interviewed would have the need for services that Mr. Jones Bar & Kitchen is offering mainly on weekly basis and a few at least every month. The interviews showed that Mr. Jones Bar & Kitchen was known by the representatives, but the facilities downstairs and the possibilities for tailor made solutions for companies were not familiar for them. That is why it was good that the interviews were started with small introduction of Mr. Jones Bar & Kitchen and their services and facilities. Majority of the representatives were really interested of getting knowledge of Mr. Jones Bar & Kitchen services and a part of them asked a lot of questions about Mr. Jones Bar & Kitchen.

Main criteria's for selecting the service provider seemed to be the quality/service quality and that the relationship with quality and price will match. Otherwise the price will not be an issue and the representatives were saying that they are ready to pay for quality. Quality of facilities and location in centre of Rauma were important criteria's for most of the representatives. This was due to the tight schedules, meaning that everything needs to be close to them. According to the interviewees the facilities need to be in good and prominent shape. The need for parking spaces also came up in the discussions and the fact that 24 hour parking in close vicinity was seen as a positive thing.

Convenience and versatility also played a role for some of the companies. This was mainly due to the lack of time for planning. It was seen as a necessity to be able to just call or e-mail all the facts and needs of the group and from there the service provider should take over. This way the representatives will save time and are able to concentrate more on the guest and hosting. Versatility was mentioned to be important, because there will occasionally be repeated visits by the same guests and hosts, and it would be nice if they could offer something new for them every time.

The fact that there are three different chefs with three different “styles”, gives the companies a chance to select the kind of food they want to be served. This was mentioned as a big plus by all of the companies. Some of the interviewees had been afraid of the modern menu of Mr. Jones Bar & Kitchen and after hearing about this possibility, the interest started to rise. A few of the representatives also mentioned that it would be great if there would be something new to offer for guests who have been travelling all over the world for the “last 30 years”. Extra services were mainly not considered to be important, but in some cases it was mentioned that every once in a while there could be situations where these could be needed. The representatives were all saying that the personnel has to be professional, skilful and have good language skills. The interviews clearly showed that the companies were all interested in the services of Mr. Jones Bar & Kitchen and they were eager to know more about the services and facilities.

### 7.3 Mission

Mr. Jones Bar & Kitchen’s mission is to “offer quality food and drinks in an entertaining and cosy atmosphere for adults”.

### 7.4 Analysis

The following chapters will be dealing with the analysis of internal environment, external environment and SWOT-analysis, which will basically be the part where the information from internal and external analysis will be gathered. External analysis will include small competitor analysis, of the main competitors that came up in the interviews.

#### 7.4.1 Internal

The company has been running since October 2005. The goals that were set prior to opening have been exceeded with flying colours. The company mission was to

provide a place for adults to enjoy fine dining in a relaxed and “cosy” atmosphere. In this the company has succeeded according to the plan and Mr. Jones Bar & Kitchen has taken a permanent foothold in Rauma restaurant business. The organizational resources are very sufficient in all areas. Human resources are of course an essential part of establishing a new business. The working environment has grown in to a “family like” state, but it has remained easy to enter as a new worker. Managing director Riku Räsänen is a very hands on person and is clearly involved in all decision making. Restaurant managers Teea Junnila and Toni Järvinen with main chef Teemu Laitinen lead and guide the entire staff with a very professional touch. The management has made sure that the entire personnel is very customer service oriented and equipped with outgoing personalities. Financial resources in the company are very solid and the success of the company gives great support on financial matters. The information flow within the company is accurate and on real time. This is possible due to the open atmosphere in the work place. Daily discussions between the staff and management with additional weekly staff meetings have shortened the power distance. The company has successfully created good and efficient supplier relationships. These supplier relationships are still checked and re-evaluated within given time frames.

The overall previous results are on a positive curve, because of the success that has been established in the first year. No overall previous results of the downstairs facilities can be stated due to the fact that these facilities have only just opened. The products and the services Mr. Jones Bar & Kitchen is currently offering have been found sufficient enough at the time all though constant re-evaluation and checking of the menu and other services is being conducted with given time frames. Mr. Jones Bar & Kitchen has developed numerous relationships with suppliers and the company also has some unofficial cooperation agreements with local businesses (SK-ravintolat).

Possible keys to increase success in Mr. Jones Bar & Kitchen can be improvements in overall growth of income. The fact that while taking the international aspect in to consideration the ability to combine this and the uniqueness of Finnish culture. The increasing need of services in this field of business and developing technology makes it possible to improve communication and to give more opportunities for customers.

Any possible warning signs should be able to identify within the company through open communication and constant control. The key issues in improving Mr. Jones Bar & Kitchen are constant improvement in service quality, facilities and marketing.

#### 7.4.2 External

Demographic changes in the area at the moment are growing rapidly, because of vast number of international workers moving to Rauma. Due to this Mr. Jones Bar & Kitchen has to be able to adapt their products and services in accordance to these changes. The changes in population age, ethnic and religious makeup, household size and income are facts that Mr. Jones Bar & Kitchen also has to take into consideration. The local economic trends are moving toward peoples need to buy more and more comfort and the price has become less important in buying decisions. The growing use of credit and depot cards is a key issue that has to be taken into consideration in order to keep the service level swift and accurate. Because of the fact that the whole world is “going green” drives even small businesses to concentrate on environmental issues and recycling. Technological trends are very PC oriented and that is why Mr. Jones Bar & Kitchen already has a wireless internet connection. Audiovisual equipment needs to be updated constantly in order to keep up with the technological development. Legal and legislative changes are minor in the restaurant business, but the Finnish alcohol laws and regulations needs to be carefully followed. The changing laws regarding smoking have already been taken into consideration at Mr. Jones Bar & Kitchen. Social-cultural trends are one of the major factors that are considered in Mr. Jones Bar & Kitchen due to the very international and intercultural clientele.

The main competitors for Mr. Jones Bar & Kitchen that were mentioned in the interviews are: Hovi restaurants, Wanhan Rauman Kellari, Hotel Kalatori / Restaurant Delicio, Fosters Bar, Wanha Teatteri and several small catering businesses. Brief descriptions of all the main competitors are discussed in the following chapters.

*Hovi restaurants: Kaapteeninhuone, Juhlahovi and Vuojoki Mansion*

Restaurant Kapteeninhuone is located in the city center of Rauma and it is attached to Hotel Kalliohovi. Kapteeninhuone has a long tradition of serving international guests in a formal setting. Kapteeninhuone is a relatively small restaurant with seating for about fifty people. The menu in Kapteeninhuone is a combination of traditional Finnish menu and some courses from around the world. Kapteeninhuone can be classified as a venue for formal dining and it is mainly used by companies and hotel guests. The prices in general are higher than in the case company Mr. Jones Bar & Kitchen but the setting on the other hand is much more formal and traditional. The same company that runs restaurant Kapteeninhuone also has other facilities that are available for companies. These facilities are Juhlahovi and the Vuojoki Mansion. These two are facilities that are open only when there is an order by a company or a private person. These facts stated before, makes Hovi restaurants the main competitor for Mr. Jones Bar & kitchen. (Kalliohovi, 2006)

*Wanhan Rauman Kellari*

Wanhan Rauman Kellari is a traditional restaurant with stable clientele, and it has been serving both private and business customers for the last 40 years. It is located in old historical centre of Rauma, which gives it a small competitive advantage due to the touristy nature of Old Rauma. The menu in Wanhan Rauman Kellari is a combination of traditional Finnish and international cuisine. Wanhan Rauman Kellari is not directly aimed at businesses and it has no separate facilities for private meetings/parties. The pricing in Wanhan Rauman Kellari is very similar with the case company Mr. Jones Bar & Kitchen. (Wanhan Rauman Kellari, 2006)

*Hotel Kalatori / Restaurant Delicio*

Hotel Kalatori / Restaurant Delicio is privately owned establishment in Old Rauma. The house merges well with historic wooden centre and with neighboring Holy Trinity Churchyard across the street, which gives it a beautiful setting. Restaurant

Delicio has an international quality kitchen from good local ingredients. There is a small difference compared to Mr. Jones Bar & Kitchen, because they also serve a quality lunchtime menu. They also offer meeting facilities for 25 persons, and a private cabinet for 10 persons. These facilities can be reserved for a full day or just for a couple of hours depending on customers needs. The restaurant itself seats 45 customers and the price range is similar to the case company Mr. Jones Bar & Kitchen. (Restaurant Delicio, 2006)

### *Fosters Bar*

Fosters Bar is located in Lännen puhelin Arena and it is a restaurant that is open by order and it serves a daily lunchtime menu. The specialty in Fosters Bar is that it can be reserved for sporting events, mainly ice-hockey games. The menu can be customized according to customer needs with given options and the pricing is close to the restaurants mentioned before. (Fosters Bar, 2007)

### *Wanha Teatteri*

Restaurant Wanha Teatteri is also located on the edge of Old Rauma and it was founded by well known chef Per-Erik Silver. Restaurant Wanha Teatteri seats 64 customers and has meeting facilities for 36 customers. The menu is a combination of tastes around the world and the pricing is relatively typical and similar compared to competitors. (Wanha Teatteri, 2007)

### 7.4.3 SWOT

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>- location (in city centre)</li> <li>- professional staff</li> <li>- open communication (staff)</li> <li>- international atmosphere</li> <li>- versatile kitchen (3 chefs)</li> <li>- difference</li> <li>- positive “late hour” atmosphere</li> <li>- parking space nearby</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>- modern menu</li> <li>- too international (for some)</li> <li>- difference</li> <li>- labelling for RMJ</li> <li>- lack of marketing</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>- new facilities</li> <li>- cooperation with Komeetta</li> <li>- difference</li> <li>- constant search of innovative ideas</li> <li>- possibility to adapt (for customer/cultural needs)</li> <li>- target marketing</li> <li>- increasing clientele</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>- difference</li> <li>- increasing competition</li> <li>- own facilities of companies</li> </ul>

Figure 9: SWOT-analysis

The figure 9 above is done based on the competitor analysis, information from Mr. Jones Bar & Kitchen personnel and on the interviews. All the information is explained better on the chapters of internal and external analysis above. SWOT-analysis is mainly used for gathering the information from internal and external analysis.

### 7.5 Marketing Strategy

In the following chapters of segmentation, targeting and positioning it will be explained what are the criteria's of making these decisions of marketing strategy. Also the reasons why these were selected for creating marketing strategy will be discussed.



### 7.5.1 Segmentation

When planning and remodeling the downstairs facilities at Mr. Jones Bar & Kitchen customer segments were already looked at and examined. The customer segments that stood out were defined as: local small and medium size companies, large companies with international guests and other organizations, communities and clubs/teams. These segments have all the characteristics needed, in order to buy conference and meeting facilities, with special services.

### 7.5.2 Targeting

The three segments selected can be prioritized and put in numerical order. The number one segment is large companies with international guests. The main reason for this is the large number of international visits in the Rauma area at this time and the possibility to create a continuous relationship with these companies. An additional reason for selecting this segment is that Mr. Jones Bar & Kitchen is attached to the largest international hotel in Rauma, which makes it easy to market the services for guests already staying in the same building. The second most important segment chosen is the local small and medium sized businesses. These companies host mainly domestic business guests all year round. Small and medium sized businesses also have a lot of meetings, training events, organizational team meetings, Christmas parties and traditional Finnish “Sauna evenings”. The third selected segment consists of other organizations, communities and clubs/teams. They also buy these kinds of services for their annual meetings and occasional parties and “Sauna evenings”.

### 7.5.3 Positioning

In Mr. Jones Bar & Kitchen the differential advantage is gained by offering optional tailor made packages according to customer needs. The facilities also give Mr. Jones Bar & Kitchen a differential advantage because of the fact that a local night club and

international hotel are within the same building. When positioning a product there are four key factors that has to be considered, these are clarity, consistency, credibility and competitiveness. In the case company Mr. Jones Bar & Kitchen the target markets and gaining differential advantage have been clear since the planning process. The whole brand and its advertising are done consistently using the same theme, advertising formats and colors. Credibility in the minds of target customers is achieved trough excellent service and promotion. In local minds Mr. Jones Bar & Kitchen also receives credibility trough the actions and past efforts of the founder/owner Riku Räsänen. Competitiveness in the case company is achieved trough offering special features, like different cuisines and performers that other competitors cannot provide.

## 7.6 Marketing mix

In the following chapters of product, price, place and promotion is explained what those actually are, for the case company Mr. Jones Bar & Kitchen. The reasons for selecting the certain method for promotion and pricing are explained also. As well as the main influencers for these decisions.

### 7.6.1 Product

The customer buying decision is based on three dimensions, which are functional, physical and symbolic. The functional aspect of Mr. Jones Bar & Kitchen is the quality of food and services, which are maintained at a high level and constantly monitored by the management. The physical environment is brand new, which obviously gives a clean fresh appearance with multiple opportunities. The symbolic aspect means image of course. According to the interviews Mr. Jones Bar & Kitchen has a positive, trendy and fresh image in the minds of the representatives of selected companies.

### 7.6.2 Price

According to the interviews the price is not the key factor, but the value received through the price. In addition to the regular prices Mr. Jones Bar & Kitchen offers a 15% discount for regular customers and students. When buying a tailor made solution the price is negotiable and depending on the product and services purchased. Some suggestion package deals are also available at a certain price. The amount of people obviously affects the discount rate. Payments can be billed afterwards and all major credit cards are accepted.

### 7.6.3 Place

Mr. Jones Bar & Kitchen is located in the heart of Rauma, which gives it a certain competitive advantage. With people being more time sensitive the location acts as a big factor in the restaurant business. The right quality and quantity at the right time is a major influencer when making a buying decision. In the case of Mr. Jones Bar & Kitchen the entire concept of place is not so relevant, except location.

### 7.6.4 Promotion

For promotion the case company Mr. Jones Bar & Kitchen has selected weekly advertisements in the local paper (Uusi Rauma). The website is a big factor in modern day restaurant promotion and this is why Mr. Jones Bar & Kitchen maintains a very functional and detailed website. Word of mouth is also a key player in a Rauma sized small town. One key purpose of this study was to find the best ways of promotion and ways to execute them. The conducted interviews also acted as a way of promoting Mr. Jones Bar & Kitchen and many new approaches and suggestions were received while interviewing.

## 7.7 Control

Control is handled by management with reviews and evaluations done on weekly and monthly basis. The controlling of sales profits, costs and cash flow are obviously handled by the management with the help of an outside accountant. Long term control systems have not been established yet, due to the young age of the company. Plans to create a long term strategy control system have been made and will be established in due time. All the feedback received from the customers goes all the way to the managing director and it is used to evaluate and improve products and services.

## 8. CONCLUSIONS AND RECOMMENDATIONS

### 8.1 Conclusion

Finland is going through big changes with the growth of international businesses and Rauma is one of the areas that is going more and more international everyday. With a lot of big internationally known companies located in Rauma it makes it hard for all of them to find needed facilities that suites all of their needs in hosting their international business partners and customers. This is the reason why most of the areas restaurants and hotels are giving more focus for their facilities and services. In today's world it is not enough to take your guests to have quick sauna and offer them some grilled sausages over stale Finnish beer.

Sales people in today's world have to take into consideration the cultural differences and personal habits of their guests. Providing something special for your guests is the main aim of every sales person and executive. The uniqueness of Finnish culture is also a key factor that should be taken into consideration when planning to host international business partners or customers.

Today's restaurant business in Finland is changing and all the entrepreneurs need to be in touch with the on going trends. Every new restaurant that is established has categorise itself into a certain countries style or cuisine. Indian, Italian, Chinese, and Turkish restaurants among many others are not so rare in today's Finland. Mr. Jones Bar & Kitchen is a modern combination of different tastes from around the world and this can also be seen in the décor of the restaurant. This in a way gives Mr Jones Bar& Kitchen certain uniqueness.

## 8.2 Recommendations

The recommendations are based on ideas that have developed during the interviewing and research process. The recommendations should clarify the path in improving the service according to the needs of international customers. They should also make it easier to create a clear and functional marketing plan.

The marketing plan was created based on all the steps in the theory, taking into consideration all the key issues that came from the interviews. Mr. Jones Bar & Kitchen should create an advertisement that would invite all the companies' representatives to visit the facilities and get to know the services provided. This should be done via direct e-mail to the persons at hand.

The original idea by the owner of Mr. Jones Bar & Kitchen was to create a brochure of the facilities. One purpose of this study was to find out the facts and content of this brochure. The brochure should contain a brief description of the facilities with pictures. It should also mention the facts like: international atmosphere, two saunas, diversity of the kitchen, professional and effective staff, and tailor made solutions. The brochure should also have a catchphrase that sums up the mission and entity of Mr. Jones Bar & Kitchen.

When conducting the interviews face-to-face, the interviewees got the first push toward using Mr. Jones Bar & Kitchen as a service provider. There for it is strongly recommended that promotion done on a personal level should be continued in the future. After face-to-face promotion with the major companies in Rauma region, the brochure should be sent via direct mail and e-mail to all of the small and medium size companies in the area.

Other factors to consider when promoting Mr. Jones Bar & Kitchen are: cooperation with the hotel and nightclub, constant control and development, further training of the staff and close monitoring of what the competitors are doing. By doing all of this Mr. Jones Bar & Kitchen can obtain/sustain a competitive edge.

An additional idea that came up in the interviews was the need of facilities for Christmas parties. For this Mr. Jones Bar & Kitchen should create a strong seasonal advertising campaign, using local Medias. The created mailing list should be used as support for this campaign.

Recommendations for future research in Mr. Jones Bar & Kitchen could be studying the overall effects of cultural differences in marketing and overall promotional marketing research for local small and medium size companies.

## BIBLIOGRAPHY

Ace, C. 2001. Successful marketing communications: a practical guide to planning and implementation. UK: Planta Tree.

Aker Yards. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.akeryards.com](http://www.akeryards.com).

Areva Website. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.areva.com](http://www.areva.com).

Backman, M. 2002. Big in Asia: 25 strategies for business success. USA: Palgrave Mackmillan.

Barringer, B. & Ireland, R. 2006. Entrepreneurship: Successfully launching new venture. USA: Prentice Hall.

Bly, R. 1998. Business to business direct marketing: Proven direct response methods to generate more leads and sales. Second edition. USA: NTC Business Books.

Bradley, F. 1995. Marketing Management: providing, communicating and delivering value. UK: Prentice Hall.

Cateora, P., Graham, J. & Ghauri, P. 2000. International marketing. European edition. UK: McGraw-Hill.

Cheverton, P. 2004. Key marketing skills: strategies, tools & techniques for marketing success. UK: Kogan Page, limited.

Davidson, H. 1997. Even more offensive marketing: an exhilarating action guide to winning in business. USA: Penguin Books.

Denzin, N. & Lincoln, Y. 1998. The landscape of qualitative research, Theories and issues. USA: SAGE publications, Inc.

Donaldson, B. & O'Toole, T. 2002. Strategic market relationship: from strategy to implementation. UK: John Wiley & Sons, Inc.

Dwyer, R. & Tanner, J. 2002. Business marketing: connecting strategy, relationship and learning. Second edition. UK: McGraw-Hill Companies, Inc.

Fallon, P & Senn, F. 2006. Juicing the orange: How to turn creativity into a powerful business advantage. USA: Harvard Business School Press.

Farrell, W. 2000. How hits happen: Forecasting predictability in a chaotic marketplace. USA: Texere.

Fifield, P. 1998. Marketing strategy. Second edition. UK: Butterworth-Heinemann.



- Fill, C. 1995. Marketing communications, frameworks, theories and applications. UK: Prentice Hall.
- Formisano, R. 2003. Manager's guide to strategy. USA: McGraw-Hill
- Fosters Bar. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.raumanlukko.fi](http://www.raumanlukko.fi).
- Hatten, T. 1997. Small businesses: Entrepreneurship and beyond. USA: Prentice-Hall.
- Hatton, A. 2000. The definitive guide to marketing planning. UK: Prentice Hall.
- Heikkilä, T. 1999. Tilastollinen tutkimus. Suomi: Oy Edita Ab.
- Herbig, P. 1998. Handbook of Cross-cultural marketing. USA: The international business press.
- Hirsjärvi, S. & Hurme, H. 1995. Teemahaastattelu. Suomi: Yliopistopaino.
- Jobber, D. & Fahy, J. 2003. Foundations of marketing. UK: McGraw-Hill Education.
- Joensuu, L. 2005. Rolls-Royce luo menestystä. The Rolls-Royce magazine. [Online magazine]. Rolls-Royce. [Referred to on 21 March 2007]. Available: [www.rolls-royce.com](http://www.rolls-royce.com).
- Kalliohoivi. 2006. [Online document]. [Referred to on 22 March 2007]. Available: [www.kalliohoivi.fi](http://www.kalliohoivi.fi).
- Kotler, P., Armstrong, G., Saunders, J. & Wong, V. 2001. Principles of marketing. Third European edition. UK: Prentice Hall.
- Lovelock, C. & Wright, L. 2002. Principles of service marketing and management. Second edition. UK: Prentice Hall.
- Megginson, L., Byrd, M. & Megginson, W. 2003. Small business management: an entrepreneur's guidebook. International edition. USA: McGraw-Hill.
- Metsä-Botnia. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.botnia.com](http://www.botnia.com).
- Mr. Jones Bar & Kitchen. 2007. [Online document]. [Referred to on 27 March 2007]. Available: [www.mrjones.fi](http://www.mrjones.fi).
- O'Connor, D. 2000. Business planning. UK: Scitech Educational.
- Onkvisit, S. & Shaw, J. 1997. International Marketing analysis and strategy. Third edition. USA: prentice hall.

Oras. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.oras.com](http://www.oras.com).

Peppers, D. & Rogers, M. 2001. One to one, B2B: Customer development strategies for the business-to-business world. USA: Doubleday a division of Random House, Inc.

Peter, J., Olson, J. & Grunert, K. 1999. Consumer behaviour and marketing strategy. European edition. UK: McGraw-Hill.

Proctor T. 2000. Essentials of marketing research. Second edition. UK: Pearson education.

Rauma Stevedoring. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.raumastevedoring.com](http://www.raumastevedoring.com).

Raumaster. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.raumaster.fi](http://www.raumaster.fi).

Restaurant Delicio. 2006. [Online document]. [Referred to on 22 March 2007]. Available: [www.hotelkalatori.fi](http://www.hotelkalatori.fi).

RTK-Palvelu. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.rtkpalvelu.fi](http://www.rtkpalvelu.fi).

Saunders, M., Lewis, P. & Thornhill, A. 2003. Research methods for business students. Third edition. 2003. UK: Prentice Hall.

Seymen, O. 2006. The cultural diversity phenomenon in organisations and different approaches for effective cultural diversity management: a literary review. Cross cultural management. An international journal. Volume 13, issue 4.

Sutherland, J. & Canwell, D. 2004. Key concepts in marketing. China: Palgrave Macmillan.

Teollisuuden Voima. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.tvo.fi](http://www.tvo.fi).

Trott, P. 2005. Innovation Management and new product development. Third edition. UK: Prentice Hall.

UPM-Kymmene. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.upm-kymmene.com](http://www.upm-kymmene.com).

Usunier, J. 2000. Marketing across cultures. Third edition. UK: prentice hall.

Usunier, J. 1993. International marketing: a cultural approach. UK: Prentice hall.

Uusitalo, H. 1991. Tiede, tutkimus ja tutkielma: johdatus tutkielman maailmaan. Suomi: WSOY.

Wanha Teatteri. 2007. [Online document]. [Referred to on 22 March 2007]. Available: [www.wanhateatteri.fi](http://www.wanhateatteri.fi).

Wanhan Rauman Kellari. 2006. [Online document]. [Referred to on 22 March 2007]. Available: [www.wanhanraumankellari.fi](http://www.wanhanraumankellari.fi).

Wood, M. 2003. The marketing plan: a handbook. USA: Prentice Hall.

## APPENDIX 1

## QUESTIONNAIRE

1. How often does your company host international quests?
2. How long the quests are usually staying and what services are offering to your quests in general?
3. For hosting your quests do you use an outside company?
  - If so, what company's services are you using?
  - How often are these outside services used?
4. Which are the most important criteria's when ordering service from an outside company?
  - price
  - quality
  - convenience
  - facilities
  - location
  - service quality
  - extra services
  - versatility
5. Are you familiar with the Mr. Jones Bar & Kitchen?
  - If so, is it familiar to you by your organization or by personal experience?
  - What is your image of Mr. Jones Bar & Kitchen?
  - Are you aware that Mr. Jones Bar & Kitchen also offers tailor made solutions for companies, with specific needs?
6. Would you be willing to change the service provider to Mr. Jones Bar & Kitchen, if your company's wishes and demands would meet with the services offered? If not, why?

7. In your own words, what kind of additional services you wish from your service provider? Free comments, suggestions?

## KYSELYLOMAKE

1. Kuinka usein yhtiönne isännöi kansainvälisiä vieraita?
2. Kuinka kauan vieraanne yleensä viipyvät ja mitä palveluja yleensä tarjoatte vierailenne?
3. Käytättekö ulkopuolista palveluntarjoajaa kestittäessänne vieraitanne?
  - Jos näin, minkä yrityksen palveluja pääasiassa käytätte?
  - Kuinka usein ulkopuolisia palveluja käytetään?
4. Mitkä ovat tärkeimmät kriteerit kun valitsette ulkopuolista palveluntarjoajaa?
  - hinta
  - laatu
  - mukavuus/ vaivattomuus
  - tilat
  - sijainti
  - palvelun laatu
  - ylimääräiset palvelut/ esiintyjät
  - monipuolisuus
5. Oletteko tietoisia Mr Jones Bar & Kitchen ravintolan palveluista?
  - Jos näin, niin mistä yhteydestä?
  - Minkä kuvan olette saaneet kyseisestä yhtiöstä?
  - Oletteko tietoinen että Mr Jones Bar & Kitchen ravintola tarjoaa yrityksille räätälöityjä palvelupaketteja, yrityksen erikoistarpeiden mukaan?

6. Olisitteko valmiita vaihtamaan palveluntarjoajaksi Mr Jones Bar & Kitchen ravintolan jos vaatimuksenne ja ravintolan tarjoavat palvelut kohtaisivat? jos ette, niin miksi?

7. Omin sanoin mitä lisä palveluja tai yksityiskohtia haluaisitte palveluntarjoajalta? Ehdotuksia kommentteja etc.