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Market study for MemoLed headstones, entering the Swedish market

Case company: Memorial Ltd.

Bachelor's Thesis

Spring 2018

Business and Culture

Degree Programme in International Business



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Thesis abstract

Faculty: Business and Culture

Degree Programme: International Business (Double Degree Program)

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Title of thesis: Market study for Memorial headstones, entering Swedish market

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Year: 2018

Number of pages: 79

Number of Appendices: 2

The objective of this thesis was to find out what needs to be done in a market study for a company which aims to start exporting their product from Finland to Sweden. The goal was set to get an overview of the needed actions, from export operations and overview of the market up to a marketing study, and how the product should be marketed.

This thesis was commissioned by Memorial Ltd., who wanted to get information about how to enter the Swedish headstone market with their product, MemoLed headstone.

The thesis consists of two parts, a theoretical and empirical part. The theoretical part consists of all the necessary concepts in relation to market research and choosing a possible agent in Sweden to sell the product. The empirical part is a quantitative study about marketing actions in the mortuary business both in Finland and Sweden.

Keywords: headstone, market research, quantitative research, mortuary business, marketing

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Opinnäytetyön tiivistelmä

Koulutusyksikkö: Liiketoiminta ja Kulttuuri

Tutkinto-ohjelma: International Business (Double Degree -tutkinto)

Tekijä: Jan Orrström

Työn nimi: Market study for Memorial headstones, entering Swedish market

Ohjaajat: Miia Koski, Henning Austmann

Vuosi: 2018

Sivumäärä: 79

Liitteiden lukumäärä: 2

Tämän opinnäytetyön tarkoitus on selvittää, mitä yrityksen tulee selvittää markkina-tutkimuksessa aloittaakseen tuotteelleen vientioperaation Suomesta Ruotsiin. Tavoitteeksi asetettiin saada yleiskuva aina vientioperaatiosta ja kohdemaasta markkinointitutkimukseen sekä siitä, kuinka tuotetta tulisi markkinoida.

Tämä opinnäytetyö on tehty toimeksiantona Memorial Oy:lle, joka halusi saada tietoa siitä, kuinka heidän tulisi aloittaa vienti Ruotsiin tuotteellaan MemoLed-hautamuistomerkki.

Opinnäytetyö koostuu kahdesta osasta, teoreettisesta ja empiirisestä osasta. Teoreettinen osa koostuu kaikista tarpeellisista asiakokonaisuuksista liittyen markkina-tutkimukseen ja mahdollisen agentin valitsemiseen Ruotsista, joka myisi tuotetta. Empiirinen osuus on määrällinen tutkimus hautausalan markkinoinnista sekä Suomessa että Ruotsissa.

Asiasanat: hautamuistomerkki, markkinatutkimus, määrällinen tutkimus, hautaus-ala, markkinointi

TABLE OF CONTENTS

Thesis abstract.....	2
Opinnäytetyön tiivistelmä.....	3
TABLE OF CONTENTS	4
Terms and Abbreviations.....	6
Tables, Figures and Pictures	7
1 INTRODUCTION	10
1.1 Purpose of the thesis	11
1.2 Research methods and structure of the thesis	11
1.3 Objective of the thesis.....	12
1.4 Company: Memorial Ltd. and the product: MemoLed headstone.....	12
2 MEMORIAL ENTERING SWEDISH MARKET	15
3 MARKET RESEARCH	17
3.1 Target market – Sweden.....	18
3.1.1 Stockholm.....	19
3.1.2 Headstone line of business.....	19
3.2 Competitors.....	20
3.3 Target customers (in this case, companies).....	22
3.3.1 GRF Gravstenar	24
3.3.2 Höga Kusten Begravningsbyrå	25
3.3.3 Eaststone Stockholm AB	26
3.3.4 Löbe Granit.....	27
3.3.5 Art On Glass – Peter Ahlén AB.....	28
3.3.6 Vita Stenar AB	29
3.3.7 Eugen IHS AB.....	30
3.3.8 Dahlströms Gravvårdar.....	31
3.4 SWOT analysis	32
3.5 Marketing mix.....	34
3.5.1 Product	34
3.5.2 Price.....	35

3.5.3 Place.....	36
3.5.4 Promotion	36
4 EXPORTING.....	38
4.1 Memorial’s reasoning for starting to export	38
4.2 Logistics	39
4.2.1 Logistics partner: PostNord Ltd.....	40
4.2.2 Incoterms 2010	42
4.3 Export entry mode: Indirect export	44
4.4 Payments	45
4.5 Risks	46
4.6 Conclusion of export operations.....	48
5 RESEARCH.....	49
5.1 Implementations of the research questionnaires.....	49
5.2 The research design of the questionnaires	52
5.3 Reliability and validity of the research questionnaires.....	54
5.4 Results of the research questionnaires	55
5.4.1 Basic information	55
5.4.2 Questions about marketing in the mortician industry	57
5.4.3 Questions about digital marketing in the mortician industry	62
5.4.4 Communication and customership.....	65
5.5 Conclusion of the research results	67
6 CONCLUSION.....	70
6.1 What is needed from a small-sized enterprise for exporting?	72
6.2 Suggestion for further research.....	73
BIBLIOGRAPHY.....	74
APPENDICES	79

Terms and Abbreviations

Memorial	Memorial Ltd. company as a whole
SKA	Svenska Kyrkans Arbetsgivareorganisation (The Swedish Church's Employer Organization)
SBF	Sveriges Begravningsbyråers Förbund (Swedish Association of Funeral Services)

Tables, Figures and Pictures

Table 1. GRF Gravstenar key numbers (Allabolag 2016).	24
Table 2. Höga Kusten Begravningsbyrå key numbers (Allabolag 2017).	25
Table 3. Eaststone Stockholm AB key numbers (Allabolag 2016).	26
Table 4. Löbe Granit key numbers (Allabolag 2016).	27
Table 5. Art on Glass AB key numbers (Allabolag 2017).	28
Table 6. Vita Stenar AB key numbers (Allabolag 2016).	29
Table 7. Eugen IHS AB key numbers (Allabolag 2017).	30
Table 8. Dahlströms Gravvårdar key numbers (Allabolag 2017).	31
Table 9. SWOT analysis of Memorial entering the Swedish market.	33
Table 10. Incoterms 2010 and their groupings (Melin 2011, 58).	43
Table 11. Key features of export payment methods (Albaum & Duerr 2011, 738).	45
Figure 1. Price comparison of the headstones.	35
Figure 2. Question 1: Gender? A comparison between Sweden and Finland.	55
Figure 3. Question 2: Age? A comparison between Sweden and Finland.	56
Figure 4. Question 3: What is your position in the company?	56
Figure 5. Question 4: What do you think of marketing in the mortuary business in general, do companies in this field market enough?	57
Figure 6. Question 5: Does your company market enough?	57
Figure 7. Question 6: In what different ways does your company market itself? ...	58

Figure 8. Question 7: Would you like for your company to advertise more?	59
Figure 9. Question 8: In what different ways would you like to advertise more? ...	59
Figure 10. Question 9: What is your opinion on the importance of printed marketing in mortuary business.....	60
Figure 11. Question 10: What is your opinion on the importance of digital marketing in the mortuary business?	60
Figure 12. Question 11: In your opinion is marketing more challenging in the mortuary business compared to other line of businesses?	61
Figure 13. Question 12: In your opinion, what products or services in the mortuary business are suitable to market?	61
Figure 14. Question 13: In your opinion, is digital marketing important in the mortuary business?.....	62
Figure 15. Question 14: Does your company have the knowledge for digital marketing?	62
Figure 16. Question 15: Does your company have digital marketing?	63
Figure 17. Question 16: Why does your company not have digital marketing?	63
Figure 18. Question 17: Would you like to have more digital marketing?	64
Figure 19. Question 18: In what ways would you like to have more digital marketing?	64
Figure 20. Question 19: In your opinion would digital marketing ease the services and approaching the customers?	65
Figure 21. Question 20: How do customers take contact to you?	65
Figure 22. Question 21: How do your customers buy products or services from you?	66

Picture 1. MemoLed headstone during the day.....	13
Picture 2. MemoLed headstone during the night.....	14
Picture 3. The distance between the harbors of Turku and Stockholm.	19
Picture 5. A screenshot of PostNord's track & trace system (PostNord Ltd. 2018).	41
Picture 6. A screenshot of PostNord Ltd.'s send and receive tools (PostNord Ltd. 2018).....	41
Picture 7. A screenshot of PostNord Ltd.'s calculator tool, in which you can calculate the price for sending a pallet, e.g. from Seinäjoki to Stockholm (PostNord Ltd. 2018).	41
Picture 8. Exchange rate fluctuation between Euro and Swedish Krona from 2014 to date 2018 (XE Currency chart 2018).	47

1 INTRODUCTION

From the beginning of time, people have wanted to remember their deceased friends, family members and loved ones. This can mean visiting their grave, for example. And since the beginning of time, places, where people have been buried, have been marked. This mark could have been anything from a stick to a gravestone. In current day these marks are usually a gravestone or a memorial, which are made from different stone materials, such as granite, marble or slate. At the same time as these materials in gravestones are viewed as traditional, new materials, such as stainless steel, arise. Things change on every line of business, whether it be producing cars or gravestones. On some fields the change happens slower than others, but the change is still there.

The change in gravestones can be seen from various things, such as the material the gravestone is made from, what shape it has and what are its core features. Also, as the key selling point in various products, such as mobile phones, cars or clothes is customization in the current day, also gravestones have become more customizable. Whether it be from the material, carvings, fonts or pictures, customization is also important in gravestones. Behind the need of customizable products is wanting something unique. Something that only you or certain people have and that it is unique. This can be seen from the competition that Svenska Kyrkans Arbetsgivarorganisation (SKA), translated as “Swedish Church’s Employer Organization”, held in 2014. According to Saarremaa (2015), part of the invitation letter to the competition was following: “Throughout the country in our cemeteries there are headstones beyond headstones. A few wooden or iron crosses can be seen here or there. But in the future, it is wanted that besides the regular materials, different materials can also be seen in our cemeteries. It is a great challenge to find alternative materials and designs to headstones to express our feels towards the cemetery”.

The question is how to offer a new, unique product for people in this kind of line of business, where traditions are important, and changes happen slowly as well as getting more visibility for the product by exporting and researching ways to promote it.

1.1 Purpose of the thesis

The purpose of this thesis is to get the company Memorial Limited and its product, MemoLed headstone, into the Swedish market starting from Stockholm. The aim of this thesis is to make market research about Sweden and how to enter the Swedish market as well as get to know, how to get better visibility for the product, both in Sweden and in Finland. A research questionnaire was made about marketing in this industry and it was sent out specifically to people working on this field. It was sent out to Sweden in Swedish and to Finland in Finnish. The results and its analysis can be found from the end of this of this thesis (see Appendices 1 & 2). Market research and other matters outside of the survey will be covered by using appropriate literature.

1.2 Research methods and structure of the thesis

The empirical part of this thesis is a research study about the Swedish and Finnish headstone line of business, how they market, and why they market the way they do. The research methods used in this thesis are quantitative and qualitative research. According to Heikkilä (2014), quantitative research typically consists of a survey, questionnaire, structured interview, or phone interviews. Quantitative research helps to map an existing occurrence, whereas qualitative research helps with developing actions and studies social problems. Qualitative research limits to a small discretionary sample and helps to understand the subject of research and its reasoning as well as behavior. Because this study aims to understand a specific line of business and its actions with surveys, both quantitative and qualitative research methods are used at the same time.

Quantitative research was chosen as the main research method because the questionnaires that were sent out to both Finland and Sweden are aimed at a specific group of people, who work in this line of business, such as morticians and grave-stone manufacturers. The reasoning behind sending the questionnaire for these people is to acquire more information why this field acts like it acts, what is seen as suitable regards of marketing and why do they behave like they do. The questionnaire was created in Webropol, which is an online tool used to create surveys.

This thesis consists of two parts: a theoretical part and an empirical part. The theoretical part goes through the basic framework of market research, exporting and analysis of the Swedish market. The empirical part goes through the process of creating the survey, what information is wanted from it, and analysing those results. The final part of this thesis is a conclusion of both of those parts.

1.3 Objective of the thesis

The objective of this thesis is to help Memorial to export their product to Sweden, starting from doing basic market research and by gathering information about the best possible ways of getting more acknowledgement for the product, MemoLed headstone. Along those themes the thesis should also provide answer to the question “What is needed from a small-sized company for exporting?”.

1.4 Company: Memorial Ltd. and the product: MemoLed headstone

Memorial Ltd. (hence ‘Memorial’) is a small-sized company located in Ilmajoki, South Ostrobothnia, Finland. According to Burns (2007, 13) the European Commission has coined the term “small and medium-sized enterprise” (SME) and in 1996 it defined it as an organization employing fewer than 250 people. SME’s are integrated into three parts: micro business, small business and medium business. In micro business maximum number of employees is 9, in small businesses 49 and in medium businesses 249. Memorial belongs to micro business’, as it employs three people.

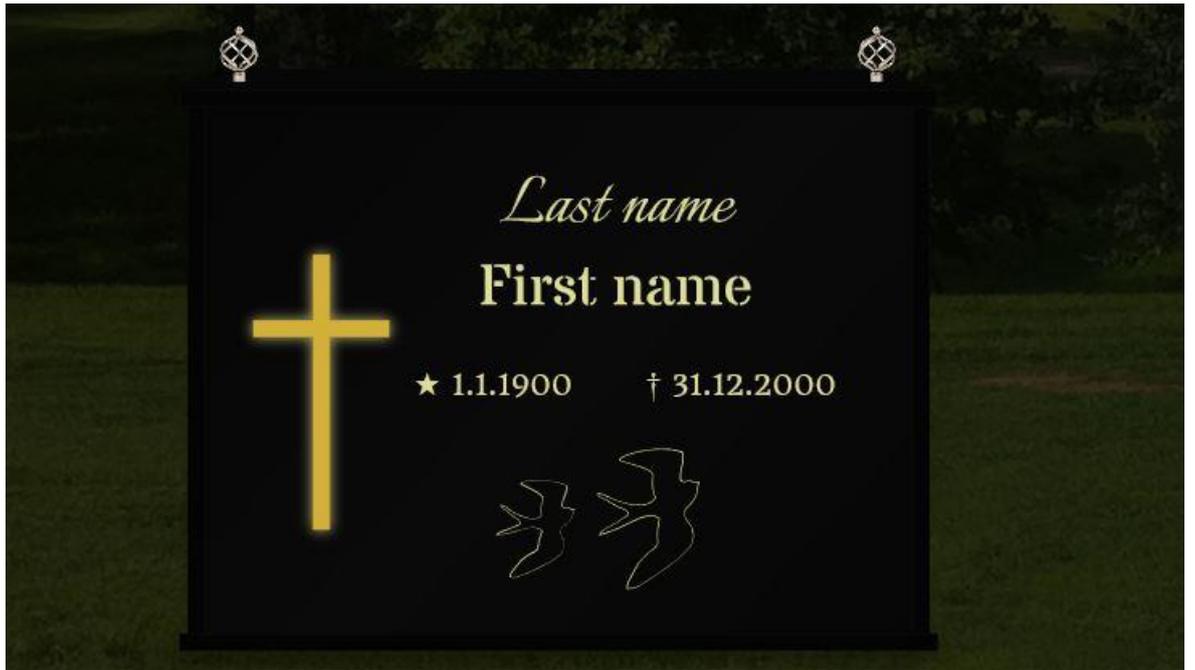
According to Myllymäki (2017), the company was founded in 2014 by Jere-Miikka Myllymäki, Jani Vainio and Hannu Myllymäki. In 2015, the company won the category meant for new businesses on the Start Up series in a competition that was arranged by many different business-oriented facets’ such as South Ostrobothnia Chamber of Commerce and Seinäjoki University of Applied Sciences. Memorial is also an official partner of Finnish Association of Funeral Services.

Memorial's core business operations are selling the MemoLed headstones and their accessories, helping the customer to design the headstone with a program on the company website, customer service, as well as researching and developing the product.

MemoLed headstones come in various sizes and colours. As well as those customizations, the customer can also customize the headstones font and its size, what kind of cross and/or picture they want to have on it if they want to have one and whether they would like to an ornament on top of the headstone. That ornament can also be chosen from multiple choices. What really separates the MemoLed headstone from its competitors, is what is inside it. Inside the headstone there are batteries (their number depends on the size of the headstone) that gather power from solar panels that are located behind the headstone. That power is used to light the warm-coloured lights inside the headstone and those lights can be seen from the carvings on the front, such as the name and the dates. Below, there are exemplary pictures of the headstone during the day and night (Pictures 1 and 2).



Picture 1. MemoLed headstone during the day.



Picture 2. MemoLed headstone during the night.

2 MEMORIAL ENTERING SWEDISH MARKET

The aim of this chapter is to go through the process of this study and what is wanted from it. It is given as a basic overlay about the process, so the reader has a better understanding what is wanted from the study and how to achieve them. As discussed before, Memorial wants to expand their business to Sweden. However, here we will go through it more in depth.

Sweden was chosen as the country to export to by Memorial because of its proximity to Finland as well as Sweden's renewal of headstone line of business. In Sweden, there is an interest for new kinds of headstones. This can be seen from the previously mentioned competition that SKA held in 2014. The competition was well received and over 250 submissions were submitted to SKA. The criteria of the headstones submitted to SKA were:

1. Worthy and functional for the context in burial site
2. Durability of at least 25 years
3. Easy to assemble, handle and remove
4. Safe in contact with staff and visitors regarding accidents and other risks
5. Biodegradable/ability to be recycled

The competition was won by two-piece massive oak headstone that was called "Sit together" (SKA 2014). The headstone in second place was called "Reflection", and it was made from stainless steel.

Memorial wants to expand their business ventures into Sweden to get more visibility for the product as well as increasing sales. Memorial has their own website both in Finnish and in Swedish, but to get better visibility for the product in Sweden, they made a website with a different domain for Sweden, www.memoled.se. Memorial's Finnish domain is www.hautatuote.fi, so if someone in Sweden searches for the product, it will not be found as easy just from the Finnish website. MemoLed also has a Facebook page, which at the time of writing this has 1004 likes.

What Memorial wanted to know was who their competitors and target customers are. A previous study has been made to get knowledge of those subjects. That was

conducted by the author of this thesis as well as Pekka Saarremaa from PNP Crossing Borders, who has made a previous study work for Memorial. In this case, some of Memorial's competitors on the Swedish market are also the target customers because Memorial wants to get their product to local morticians, who then sell the product. MemoLed headstones are being produced in Finland. So, after a buyer in Sweden has made a purchase, the local mortician takes contact to Finland and the headstone is produced.

In Saarremaa's study (2015), he had chosen eight local morticians/companies who produce headstones that could be possible agents. This study will go through each company in Chapter 3.3 Target customers (in this case, companies). All those eight possible agents have been contacted in the autumn of 2017 and the beginning of 2018 through e-mails and phone calls regarding their interest for the Memorial and MemoLed headstones. The target was to get as many companies interested in this as possible and Memorial planned on visiting the interested companies in person at some point in 2018.

The next step after production is to get the product from Finland to Sweden. Research about exporting was made about exporting and trade barriers as well as taking contact to logistics companies to get a partner to export the product to Sweden. According to Myllymäki (2017), one of the key aspects from a logistics partner Memorial wanted to have, was to have the same company to do the whole transportation. In other words, the same company transports the product from Seinäjoki, Finland to Stockholm, Sweden, to the mortician, or depending on their practices, even to the cemeteries for the mounting.

Lastly, a research questionnaire was made to get knowledge about both Finnish and Swedish mortician practices regarding headstones, mostly focusing on advertisement and customer service. With these researches Memorial wanted to get knowledge what are effective ways of getting visibility for the product in both countries and how do local authorities behave in their respective fields.

3 MARKET RESEARCH

The study in this thesis represents action research. What that means is that the writer acts as an agent in the particular research design, like it is in this case. The researcher is part of the research itself and not standing apart from it (Lee & Lings 2008, 201). The research process is a collaboration between the researcher and the research itself.

The research design is first and foremost concerned with finding answers to the research questions. It is vital for the process that the research questions are never left far away. If the reasoning behind research is forgotten, it's easy to lose the research question from the detail of research design (Lee & Lings 2008, 180). The concept of research design is to connect the variables, in this case connect the basic concepts of market research and the research work with Memorial's ambition to start exporting abroad to Sweden. Lee and Lings add that it is also good to keep in mind that research design is not necessarily bound to certain research methods, as the principles of the research design can be captured with various different methods.

Market research and marketing research are often talked about "as the same thing", however, this is not the case. Market research's core is to get data about the market situation and changes in it as well as factors affecting both beforementioned factors, whereas marketing research pursues to compare the operations and measurements. Market research in companies is used to improve the decision making, with a through-out market research the risks can be minimized and it's easier to process and analyze the data as well as ease the process of designing and implementing the marketing activities (Pöysti & Laakso 2010). They also add that the process of a typical market research is the following:

1. The specification of the research problem
2. The research plan: creating a basic research concept, choosing the research method as well as the data collecting method
3. Implementing the research: collecting and analyzing the acquired data, reporting
4. Conclusion.

To run a successful business, you need to learn about your customers, your competitors and your industry. Market research is the process of analyzing data to help you understand which products and services are in demand, and how to be competitive (Morgan 2017, 89). This is exactly, what market research means for Memorial in this case, get to know the desired place of export, Sweden and its headstone market. What a market research does, is that it helps the company to understand the market, what information is needed to go abroad, and it reduces business risks by thoroughly examining the target market. But where does the need of doing international business come from? In Memorial's case it comes from getting better visibility for the product and increasing sales. According to Wild and Wild (2014, 28) international business is any commercial transaction that crosses the borders of two or more nations.

In this case, market research has been divided into following sections:

1. Target market–Sweden
2. Competitors
3. Target customers
4. SWOT analysis
5. Marketing mix

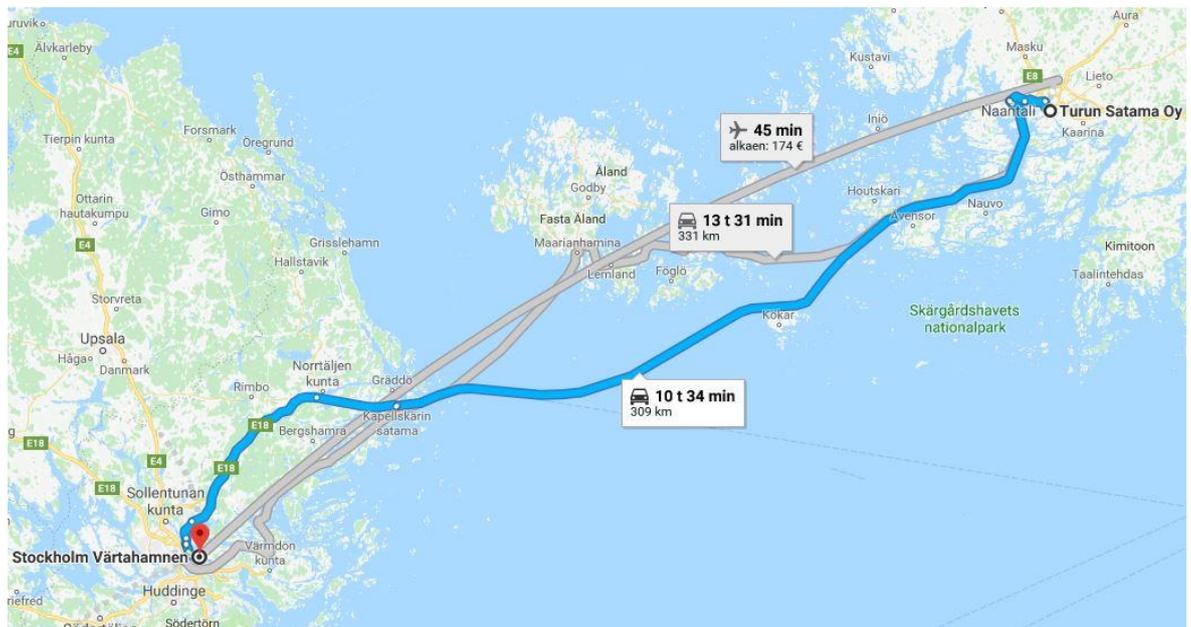
3.1 Target market – Sweden

Sweden has been chosen as the target market to export MemoLed headstones in the future. Sweden was chosen because of its previously mentioned renewal of headstones business as well as its proximity to Finland, the two countries being neighbors. Sweden is in Northern Europe and it has one official language, Swedish. Sweden's capital is Stockholm and according to European Union (2018) Sweden is Europe's third biggest country measured in thousand square kilometers, Sweden being behind France and Spain with its 438.6 tkm². Sweden's population is 9 747 355 and the currency being used in there is Swedish crowns. In 2016 Sweden's Gross Domestic Product per capita was 539 836 million US Dollars.

3.1.1 Stockholm

Sweden and especially Stockholm has been chosen as the place to start exporting to by Memorial. The reasons behind choosing Stockholm were following:

- Stockholm metropolitan area has 26 municipalities. That area has overall over 2.2 million inhabitants accounting to 22 per cent of Sweden's total population (World Population Review 2018).
- The chosen logistic partner operates from Southern Finland cities, such as Turku and Helsinki to Stockholm daily
- MemoLed headstones could get better visibility faster in the Stockholm area, as it is the most populated city in Sweden
- The Stockholm area has 11 cemeteries, where 7 out of 11 cemeteries are used to bury people nowadays (Saarremaa 2015).
- Stockholm has the biggest and closest harbor to export to from Finland in Sweden.



Picture 3. The distance between the harbors of Turku and Stockholm.

3.1.2 Headstone line of business

According to Saarremaa (2015), headstones are an old tradition in Sweden. They are usually made from stone, wood or iron. The headstone should be suitable for its

surroundings, e.g. a specific part of a cemetery has the same kind of headstones. In Sweden you need a “construction permission” from the cemetery administration for the headstone. They either approve the headstone or ask to make changes to it. Nowadays usually a headstone is 70 centimeters high and 50 centimeters wide. Headstones usually have a guarantee of 10 years, although some headstones have even longer ones. In Sweden it’s a tradition to have the deceased one’s full name, time of birth and time of death. Usually in addition in the headstone there is at least one of the following details: profession, achievements, hobbies or something that the deceased one is being remembered by. Saarremaa adds that usually the cost of a headstone is circa 1000€ depending on the material, customizations etc. but smaller ones can be half of that price. The mounting costs around 100–200€ extra if it is not included in the price already.

A trend of wanting a customized headstone has occurred in Sweden. This is seen for instance from SKA’s competition in 2014. The customizations, such as a real picture of the deceased one being portrayed in the headstone or a reference to something that they have cared about can raise the price of the headstone significantly. In Saarremaa’s (2015) estimations that raise can be as much as 4000€ depending on the wanted customization. Because of that, MemoLed’s (2018) easy customizability with the program on the company’s website can be a significant competitive advantage. You can customize the headstone as you wish and take contact to the producer without leaving your home.

Usually, in Sweden around 90 000 people die annually. Out of this proportion, around 25 per cent get a headstone, meaning circa 8000 headstones are sold annually (Saarremaa 2015). He adds that the distribution channels of headstones are the following: through morticians, a mortician or headstone producer takes contact to deceased one’s family by sending a brochure or taking direct contact and the deceased one’s family looks headstones from the Internet.

3.2 Competitors

A competitor is: any person or entity which is a rival against another. In business, a company in the same industry or a similar industry which offers a similar product or

service (Business Dictionary 2018). Competition has both pro's and con's, and in this case, some of Memorial's competitors are also the target customers. That will be looked upon further in Chapter 3.3, Target customers.

Who are Memorial's competitors? In Sweden, Memorial has two kinds of competition; direct and indirect competition. According to Business Dictionary (2018), direct competition means a market situation, where two or more firms offer essentially the same good or service. In this case, direct competition to Memorial are local morticians and companies that sell headstones made from different materials, such as granite, glass, or stone-composite. Business Dictionary (2018) also states that competition among the suppliers of different products that satisfy the same needs is called indirect competition. In Memorial's case, indirect competition means e.g. a company that produces various products from different kinds of stone materials.

According to Forbes (2015), competition is a good thing to your business, when:

1. Competition leads to innovation
2. You are forced to compete for customers, improving your customer service will garner loyal followers
3. Your company will consistently try to better itself
4. It shakes off complacency
5. Competition helps you to understand your core market and pay attention to your target group

On Memorial's case competition has led to innovation: a new, innovative product made from a different material compared to the traditional headstones was made. Competition is tough on the industry and many people still prefer the traditional headstone instead of something new. However, as told before, there is an interest for new kinds of headstones that can be seen e.g. from the competition that SKA had in 2014 as well as an article about the desire in Sweden to get a headstone that is personal. The article in the newspaper Dagen (2014) is about Glasgravsten and their headstones made from glass but it in the article they also talk about the chances customizability brings in the modern day. The ability to customize is a high selling point on the headstone market and MemoLed headstones have that.

Although this kind of a line of business is not known well for its advertisement and marketing, there is still a lot of competition on the headstone field. Price and the material of the headstone are the biggest competitive advantages a company can have, and those markets are heavily competed in.

According to Wild and Wild (2014, 333) intensely competitive markets typically put downward pressure on the prices that firms can charge their customers. They also add that intensely competitive fields for production, research and development activities increase the cost of doing business. What this comes down to, is basically how to offer a good price for the customers. The price of the product, in this case, a headstone, includes not only the material it's made of, but also its mounting, transportation from Finland to Sweden and customer service, which is a big factor. The pricing will be looked upon further in Chapter 3.5.2, Price.

3.3 Target customers (in this case, companies)

According to Baines, Fill & Page (2008, 6) a customer is someone who buys from a shop, website, business etc. They pay for a product, service, or other form of offering from a company or organization instead of consuming it, like food. In this case, Memorial's target customers are not people, but entities such as companies. These companies are local morticians, who are interested in selling the MemoLed headstone by themselves in the Stockholm area, in Sweden. These local morticians are SME's just like Memorial, only difference being that they have been in business in Sweden already for many years and therefore know the market. The choice of area, city of Stockholm and areas nearby it as the destination of exporting will be discussed more in Chapter 4, Exporting.

The target was set early on to get as many possible agents as possible. The scenario was to get at minimum 4–5 companies who would be interested in selling MemoLed headstones and visiting them in person with a showpiece in 2018. Eight companies in the Stockholm area have been selected as potential agents in previous research. The criteria for the selection of those eight companies was following:

- Key financial numbers (number of employees, revenue, profit, profit margin and solvency)
- Location in the Stockholm area (the easier the transportation, the better)
- English language skills (for communication)
- Website/social media channels/advertisements (what is their visibility in media)
- Quality of their own products (how much do they care about quality)
- Do they handle the permissions to handle the acceptance of headstone and its mounting (if they do, it eases the process a lot)

Why are those previously mentioned criteria important to Memorial? To begin with, good financial numbers tell a lot about the company. Not just the revenue and profits, but what is the profit margin and has the business grown or is it in decline. Solvency is also a key figure, because it tells if the company will be able to meet its long-term debt obligations (Investopedia 2018). If it is above 20 percent that means they can meet those obligations. However, that number varies depending on the line of business, so in this case we are looking at the average between the eight possible agents.

To continue, location was chosen to be Stockholm, because it's easy to export to from Finland across the ocean as well as its high amount of population. English communication skills as a criterion is important to Memorial because it eases the communication between both parties, as neither party is presumably fluent with others native language. Visibility in media is crucial, of course. That's why it is important for Memorial to look at the possible agent's visibility in various media, such as daily newspapers and social media channels like Facebook and Instagram. According to *Svenskarna och Internet (2017)*, Facebook is still the biggest social media channel in internet for Swedes, but its numbers are dropping especially within the youth, whereas Instagram is rising with its user numbers. *Svenskarna och Internet (2016)* also states that more than 40 per cent of Swedes read the daily magazine online every day. That is also why visibility in newspapers is important, as it still is the main place where headstones are being advertised nowadays (Saarremaa 2015). Quality of both the products as well as customer service is highly regarded in Memorial and

that is also why it is a key aspect when thinking about an agent. Handling the permissions from local authorities is also a key aspect when thinking about an agent, because every parish have their own policies regarding headstones looks, mounting and everything else. Also, according to Saarremaa (2015) the documents are in Swedish, so it would be very handy if a person whose native language is Sweden handles those documents.

Below, there are the eight morticians or headstone producers chosen as possible agents for selling MemoLed headstones. Each possible agent will be talked about in their own chapter and after each possible agent there will be a Chapter about taking contact to them and about their interest regarding the product.

3.3.1 GRF Gravstenar

According to their website (2018), GRF Gravstenar is the leading manufacturer and supplier of headstones made from rock in Sweden. They have offices in Stockholm, Gothenburg, Malmö and Östersund. They are a partner with the Sveriges Begravningsbyråers Förbund, also known as Swedish Association of Funeral Services (SBF). They have nationwide delivery and mounting as well as a guarantee of 25–years for their products. The company's vision is "to be modern and responsible company in a traditional field". However, GRF Gravstenar does not have any social media channels in use.

Table 1. GRF Gravstenar key numbers (Allabolag 2016).

GRF Gravstenar	2016	2015	2014
Personnel	14	13	11
Revenue (kr.)	32 543 000	32 471 000	30 411 000
Profit (kr.)	413 000	403 000	21 000
Profit margin	2.31 %	2.43 %	1.45 %
Solvency	21.72 %	22.87 %	25.35 %

As can be seen from the table, GRF Gravstenar's financial figures are good. They have a steady, increasing amount of personnel as well as a steady cash-flow from the past three years. Their profit margin is not the biggest one, but the amount of profit increased from 2014 to 2015 with 382 000 SEK. Their solvency ratio is good as well, but it's the second lowest out of all possible agents. But all in all, GRF

Gravstenar's finances are on plus side. If we look at this company as a whole, it ticks off almost all the boxes Memorial wants from an agent. They have good financial numbers, they have offices not only in Stockholm, but in three other cities too as well as nationwide delivery and mounting. They have a good, clear website, and the quality of their products seems to be good. The company also handles the necessary paperwork regarding the headstone with authorities. Only thing that was missing were the social media channels.

Contact was taken with e-mail and after two weeks of not getting a response, the e-mail was sent out again. After the second e-mail GRF Gravstenar responded and told that unfortunately they were not interested in the product at that time.

3.3.2 Höga Kusten Begravningsbyrå

Höga Kusten Begravningsbyrå is a company, mortician, to be exact that has three offices in the Stockholm area. They are a partner with SBF and represent Löbe Granit (see Chapter 3.3.4) as the headstones they sell. In Höga Kusten Begravningsbyrå's website (2018) they also state that they are also selling headstones made from glass. The company's vision is that human contact can't be replaced with a website and they don't have social media channels in use.

Table 2. Höga Kusten Begravningsbyrå key numbers (Allabolag 2017).

Höga Kusten Begravningsbyrå	8 / 2017	8 / 2016	8 / 2015
Personnel	4	4	4
Revenue (SEK)	5 283 000	4 376 000	3 491 000
Profit (SEK)	887 000	420 000	-66 000
Profit margin	18.94 %	11.03 %	-0.93 %
Solvency	49.98 %	49.68 %	41.66 %

What can be seen from the key numbers, is that the company's revenue is on a steady rise. For the past three years the revenue has grown with around 1 000 000 SEK annually and the profit margin is also in ascent. Their solvency ratio is good as well, being in the average in this line of business. In their company website, there was very little information to be found about headstones of their mounting, as the company mostly focuses on funerals as a whole. What interested Memorial about

this company, was their view of customer service, which is important for Memorial, as well as their steady finances.

Höga Kustens Begravningsbyrå was contacted several times by e-mail and phone calls. By calling them, it became clear that this company did not have English skills and communicating with them was seen challenging, as none of the four e-mails sent to them was answered. In the end, after two phone calls, it was decided that this company was not seen as a suitable partner for Memorial because of the issues in communication.

3.3.3 Eaststone Stockholm AB

In Eaststone Stockholm AB's homepage (2018), they tell to be a company that produces headstones. They have two offices in the Stockholm area and one office in Vällingby. The company wants to develop their knowledge about environment by reducing emissions, e.g. with recycling rock and using natural stone. They produce their own products and also transport and mount them as well as take care of the necessary paper work regarding the headstones approval. The company gives a 15-year guarantee for their products. Their vision is to be "personal, responsible and confident". Eaststone Stockholm AB uses Facebook as their social media channel, where they post pictures about the headstones approximately once a month. Their Facebook page has 233 likes at the time of writing this.

Table 3. Eaststone Stockholm AB key numbers (Allabolag 2016).

Eaststone Stockholm AB	12 / 2016	12 / 2015	-
Personnel	2	0	-
Revenue (SEK)	2 626 000	1 762 000	-
Profit (SEK)	127 000	175 000	-
Profit margin	5.08 %	10.33 %	-
Solvency	118.99 %	144.40 %	-

In 2014 the owner of Eaststone Stockholm AB changed, and the financial numbers that were found are after that from two years. As can be seen from the numbers, even though their revenue has increased, their profit has gone down a little. The slight decline in cash flow can be seen from the solvency, which is still with a big

margin above the average of these eight possible agents. Eaststone Stockholm AB is a company who has a unique vision with focus on great products and customer service. Their revenue increased with 864 000 SEK from 2015 to 2016 so their customer base seems to be increasing. This company was also the first one to use a social media channel in some degree.

Contact was taken to Eaststone Stockholm AB with e-mail and they responded quickly. There was interest from their side and they wanted to see the MemoLed headstone live. Communication should not have too many issues, as they spoke English well when Memorial took further contact by calling them.

3.3.4 Löbe Granit

According to Löbe Granit's homepage (2018), they are a company that produces headstones made from natural Nordic rock. The company's office is in Holmsund, which is around 600 kilometers to North from Stockholm, but they have a large sales network that operates e.g. in the Stockholm area. They produce the products and handle the necessary paper work regarding the headstone and its mounting, as well as transport the headstone themselves. Löbe Granit does not have social media in use. In the company's website, they state the following: "We are an experienced and whole producer of headstones, who have the control in the whole process—from developing and collaborating with designers to factories and quarries".

Table 4. Löbe Granit key numbers (Allabolag 2016).

Löbe Granit	12 / 2016	12 / 2015	12 / 2014
Personnel	14	15	13
Revenue (SEK)	14 919 000	14 852 000	13 558 000
Profit (SEK)	620 000	1 196 000	970 000
Profit margin	4.45 %	8.40 %	8.06 %
Solvency	39.53 %	41.90 %	41.32 %

From the past three years, the average amount of personnel working for Löbe Granit is a steady 14. Their revenue has increased in the past three years but from 2015 to 2016 their profit almost halved. Profit margin dropped as well but their solvency hasn't dropped more than 2.37 per cent. The company's economy seems to be on

a stable level. Löbe Granit as a possible agent didn't meet some of the requirements, such as a stable place in Stockholm area or the usage of social media channels.

When contact was taken to Löbe Granit, after two emails sent to them they responded and said that the MemoLed headstone was an interesting product but unfortunately, they are not interested in it right now.

3.3.5 Art On Glass – Peter Ahlén AB.

Art On Glass – Peter Ahlén AB is a company that produces a few different items made from glass according to their homepage (2018). The main item being unique headstones made from glass. The company is a partner with SBF and they have partners in logistics, production and technology line of business. They take care of mounting and transporting the headstone if the customer wants. Art On Glass – Peter Ahlén AB has a good media visibility, as they have both Facebook and Instagram accounts. On Facebook they have 171 likes and on Instagram they have 189 followers at the time of writing this. Their office is in Stockholm, which is a good thing regarding exporting.

Table 5. Art on Glass AB key numbers (Allabolag 2017).

Art On Glass - Peter Ahlén AB	4 / 2017	4 / 2016	4 / 2015
Personnel	0	0	0
Revenue (SEK)	796 000	436 000	363 000
Profit (SEK)	52 000	-269 000	-202 000
Profit margin	6.53 %	-61.70 %	-55.10 %
Solvency	-150.86 %	-247.83 %	-221.24 %

What strikes out first when looking at the numbers of Art On Glass – Peter Ahlén AB, is that their solvency is on negative side. However, from 2016 to 2017 it has seen almost a 100 per cent decline, and in 2017 the company made profit. It looks like the company is starting to get its feet down as its financial figures seem to get better. What struck interest about this company for Memorial was their unique product and good media visibility, as well as those partners in the fields of logistics, production and technology.

When contact was taken to Art On Glass – Peter Ahlén AB, they responded to the first e-mail saying they would be interested. However, after that the communication stopped for a while and when contact was taken again, Art On Glass – Peter Ahlén AB informed unfortunately they did not have resources for it that time.

3.3.6 Vita Stenar AB

According to Vita Stenar AB's website (2018) they are a headstone producer located in Gothenburg, a little less than 500 kilometers to southwest from Stockholm. They sell headstones made from stone composite, which is a lighter material compared to traditional stone. The company transports and mounts the finished product, but the customer needs to do the paper work related to its acceptance. The company has both Facebook and Instagram accounts, but neither of them have been updated in more than two years. The company's vision is to "create personal headstones with new design and make customizations more available".

Table 6. Vita Stenar AB key numbers (Allabolag 2016).

Vita Stenar AB	12 / 2016	12 / 2015	12 / 2014
Personnel	0	0	0
Revenue (SEK)	679 000	1 094 000	1 215 000
Profit (SEK)	-197 000	306 000	-66 000
Profit margin	-30.85 %	38.54 %	-5.10 %
Solvency	26.63 %	50.56 %	16.57 %

What can be seen from the key numbers, is that Vita Stenar AB's economy has dropped for the past three years. Their revenue has dropped from 2014 to 2016 in half, and so has their solvency, which is still above 20 per cent. What interested Memorial about this company, was their unique product and possibility to function in the lower part of Sweden, because of Gothenburg's location.

Vita Stenar AB answered to the email sent to them in less than hour, and politely declined. They said that the product was interesting and wished Memorial well.

3.3.7 Eugen IHS AB

Eugen IHS AB is an SME just like Memorial. The company has been established in 2015 and it operates in Stockholm according to their homepage (2018). They are located just behind Skogskyrkogård, which can be translated into “forest cemetery”. They are selling headstones in collaboration with other headstone producers, parishes and morticians. The company’s vision is “to be the best headstone company in Stockholm”. Customer service is important to them, because they view customers as marketers. In Eugen IHS AB they handle the required documents regarding the headstone, as well as its transportation and mounting. The company has some visibility in social media, they have a page in Google+ as well as a Twitter handle. In Twitter they have 4 followers at the time of writing this.

Table 7. Eugen IHS AB key numbers (Allabolag 2017).

Eugen IHS AB	2 / 2017	-	-
Personnel	2	-	-
Revenue (SEK)	2 844 000	-	-
Profit (SEK)	69 000	-	-
Profit margin	2.64 %	-	-
Solvency	23.62 %	-	-

The key numbers from Eugen IHS AB are from 2017, where the company employed 2 people. Their revenue is quite good for a start-up business and in their first year in business they made a profit of 69 000 SEK. Their solvency is also above 20 per cent, which is a good sign of healthy business. What interested Memorial about this company, was them being new in the field and their good numbers, as well as their location near Skogskyrkogård. Also, their view on customer service and its importance was a key, as they share a similar vision to customer service with Memorial.

Memorial didn’t get a response from Eugen IHS AB until calling them after sending out an e-mail two times, roughly two weeks between them. But, as the parties got in contact, it was easy to discuss because of their good English skills. They were interested in seeing the product in person and would be open for doing business together.

3.3.8 Dahlströms Gravvårdar

In Dahlströms Gravvårdar's homepage (2018), they state to sell headstones in the Stockholm area. They have two locations, from where they transport headstones when they are ready for mounting. One is in Solna, where the office is and the other one is near the previously mentioned Skogskyrkogård. The company has a website, which they are currently updating as well as a Facebook page, but the Facebook page has been set out as a regular profile page. At the time of writing this on that Facebook page it has 3 friends. On the company's website they state that info is coming in Finnish, which means that the one person working in the company speaks or at least understands Finnish. This would be helpful for communication if that opportunity appears.

Table 8. Dahlströms Gravvårdar key numbers (Allabolag 2017).

Dahlströms Gravvårdar	4 / 2017	4 / 2016	4 / 2015
Personnel	1	1	0
Revenue (SEK)	1 985 000	792 000	50 000
Profit (SEK)	321 000	-20 000	30 000
Profit margin	16.77 %	-2.75 %	60.00 %
Solvency	46.25 %	20.53 %	45.45 %

When looking at the key numbers of Dahlströms Gravvårdar, a significant improvement from 2015 to 2017 can be seen in revenue. The improvement is 1 935 000 SEK. However, in 2016 their operating loss was 20 000 SEK. But in 2017 the numbers increased again, and their solvency ratio went over 45 per cent once again. What stood out of Dahlströms Gravvårdar to Memorial, was significant increase yearly seen in revenue. Combining this with the fact that the one person working on the company understands Finnish, made this company highly interesting.

When contact was taken, Memorial was happily surprised that the owner of this company spoke Finnish when the call was made from Memorial to Dahlströms Gravvårdar. That eased communication a lot, after Memorial got no response to two e-mails sent to the company. When the two parties spoke, there was an interest from Dahlströms Gravvårdar regarding MemoLed headstones and they wanted to see one in person as well before deciding anything further.

3.4 SWOT analysis

When a company starts strategic international marketing planning, their current competitive position needs to be evaluated. A thorough analysis is made by checking up company's relative strengths, weaknesses, opportunities and threats (Grafers & Sclich 2006, 26). This is generally known as SWOT analysis. Its purpose is to unveil and propose the key issues for successful business activities in the desired foreign market. Mariotti and Glackin (2012, 17) impart the meanings of the four before mentioned parts of SWOT analysis as following:

- **Strengths:** All the internal capabilities and positive points that the company has, e.g. from experience to contracts.
- **Weaknesses:** All the internal negatives that the company can face, e.g. from the lack of capital or training to failing to set up a working accounting system.
- **Opportunities:** All the positive external events or circumstances that can help the company to get a competitive advantage.
- **Threats:** All the possible harmful external factors that can harm the company, e.g. competitors and legal issues.

Those four parts will be displayed by a picture down below. After a SWOT analysis has been made, the company and its actions can be evaluated by going through strategies that the SWOT analysis provides. Those strategies can be cross-referenced to each other. Those strategies are the following (Furgison 2015):

1. Strength-opportunity strategy: which of the company's strengths can be utilized to their maximum for the identified opportunities?
2. Weakness-opportunity strategy: what actions can be taken to minimize the company's weaknesses by using the identified opportunities?
3. Strength-threats strategy: how can the company's strengths minimize the identified threats?
4. Weakness-threats strategy: how can the company minimize its weaknesses to avoid the identified threats?

Table 9. SWOT analysis of Memorial entering the Swedish market.

Strengths (positive internal capabilities)	Weaknesses (negative internal aspects)	Opportunities (positive external circumstances)	Threats (possible harmful external factors)
<ul style="list-style-type: none"> • Memorial has strong and clear vision what they want to do • Memorial is separated from its competitors by a unique product, nothing close to MemoLed is being sold at the market • Skillful people working at the company with a drive to develop themselves, the company and its product(s) • MemoLed holds in it technology that no other headstone has 	<ul style="list-style-type: none"> • At the moment Memorial doesn't have the suffice level of Swedish knowledge (1 out of 3 person's can communicate properly in Swedish) • The amount of capital possessed in Memorial isn't the best possible and the limited amount of personnel make things complicated sometimes, as some things take a lot of time to do because of the limited resources 	<ul style="list-style-type: none"> • Some competitor's are also partners (possible agent's) • Harnessing knowledge about the market from the discussions had with possible agent's • Unique product that sparked interest in some competitor's (possible agent's) • Increasing need of unique headstones • Getting into the market via companie's, who already have the knowledge about the market 	<ul style="list-style-type: none"> • Competitor's in Sweden have better knowledge about the market, as they have been in it for a longer time • Competitor's have the competitive edge on language skills • The possibility of a similar product coming to market (like "Reflection" from SKA's competition) • Change in attitude towards new kind of headstones

By using the aforementioned strategies, in the first case the strength-opportunity strategy, it can be argued that Memorial can further up its business knowledge from the discussions had with possible agents. If there is co-operation at one point, the knowledge can be furthered even more. With the company's clear vision of what they want to do partnered with getting into the market via Swedish companies, who have the market knowledge, those strengths and opportunities can be maxed. Weakness-opportunity strategy can be used in e.g. improving the Swedish language skills of Memorial's personnel by contacting the possible agents in Swedish. Also, the not ideal capital remark can be met from getting into the market through agent's, who already are in the market and have knowledge about it. By them already having customer base as well as marketing, it saves Memorial's capital by not starting all that from the scratch. The strength-threats strategy can be applied to Memorial by the company using its skillful personnel to try and minimize the gap between Memorial and companies in Sweden and their knowledge. Also, MemoLed being a registered trademark, a product with similar technology can't surface the competition. Lastly, the weakness-threats strategy mostly comes down to having better Swedish language skills to communicate better with Swedish people and by minimizing possible translation errors from Sweden to English and vice versa as well as from Sweden to Finnish and vice versa.

3.5 Marketing mix

After a company has decided to enter a specific foreign market, further marketing decisions need to be made regarding marketing abroad in the target market (Griffin & Pustay 2015, 474). They also add that the following four issues need to be addressed:

1. How the company develops its product(s)
2. How those product(s) should be priced
3. How the company sells those product(s)
4. How the company should distribute its product(s) to customers.

With these four issues, a marketing strategy can be built. According to Rugman and Collinson (2009, 253) most marketing strategies are built around product, price, promotion and place. These terms are commonly referred to as “the 4 P’s of marketing”. All these four issues affect each other and together they create a consistent offer for a potential customer by satisfying their wants and/or needs. Product can be goods, services, information or a mixture of all these. Price consists of costs and the value the company gets for its money. Place means the whole chain that links from delivering the product to the target customers, including the company’s distribution channels, transportation and retailers. Promotion refers to all the ways the company is in interaction with target customers, by advertisements and promotional activities e.g. Morrison (2006, 47).

3.5.1 Product

The tangible product, MemoLed headstone, as a product has been talked about previously in this study (see Chapter 1.4 Company: Memorial Ltd. and the product: MemoLed headstone). MemoLed’s branding is that it’s a modern headstone that brings light to memories. MemoLed is a highly customizable headstone, varying from five different colors and multiple different sizes all the way to different selectable fonts, font sizes, pictures and accessories. Also, the front panel is changeable, if changes need to be done to it (e.g. adding another name). The target of MemoLed headstones is to portray the deceased one and honor them. As customer

service is close-to-heart in Memorial, customer service is very important “to add to the package”. A long guarantee partnered with customer service that matches the product is a standard (Myllymäki 2017).

3.5.2 Price

The price that a customer pays for the MemoLed headstone in Sweden should include the following:

1. Manufacturing the product and everything that comes with it, such as batteries
2. Transportation from Finland to Sweden
3. Mounting of the headstone
4. Salaries and other payments to personnel
5. Value Added Tax (VAT) of 25 per cent in Sweden
6. Profit to Memorial.

MemoLed headstones’ prices are not certain, meaning it depends from the size and customizations a lot. However, for the following comparison between the headstone prices of MemoLed and Swedish headstones, a standard headstone has been chosen for the comparison: These standard headstones include the following: the size is approximately 50cm x 70cm (width x height) and the headstones have carvings of name and dates. The prices are close approximates of a standard headstone from the respective companies’ websites in 2018.

	MemoLed	GRF Gravstenar	Eugen IHS AB	Vita Stenar AB	Glasgravsten
Size (cm x cm)	60 x 60	55 x 70	50 x 60	50 x 70	-
Price (approx.)	1 700 €	1 800 €	1 500 €	1 600 €	2 000 €

Figure 1. Price comparison of the headstones.

All the headstones above include 25 per cent VAT as well as transportation and mounting. MemoLed’s price is an approximation, as the final expenses coming from transportation etc. are being confirmed on a later time. The price of MemoLed headstones is not strictly the prices thought of now, as the current plan is to give the

possible agent's in Sweden flexibility depending on the prices, but of course the minimum prices are set to keep the business going.

3.5.3 Place

The place has been also discussed before. As stated, the plan is to export the product to Stockholm, Sweden, after the possible agents have made a sell and the headstone has been produced in Finland. With this kind of a product a warehouse/inventory is pretty much non-existent for the part of final product, because of its customizability. Of course, parts needed for the final product, such as batteries and the mounting system etc. will be stored in Finland and in Sweden with the agents. Currently the MemoLed headstone is being produced in parts in Seinäjoki area and assembled by Jere-Miikka Myllymäki in his warehouse. From there-on the final product will be picked by a transportation company, who takes care of the whole logistic chain afterwards. This will be discussed further in Chapter 4 Exporting.

3.5.4 Promotion

The channels used for the promotion of MemoLed headstones in Sweden are going to be through the possible agents, social media channels as well as a www.memoled.se website. The advertisements through the possible agents are the ways of their own advertising, such as having an advertisement in a newspaper, which is the most common, place, where headstones are being advertised and brochures. But, as the product is going to be completely new in the Swedish market, it needs to reach the target audience. That is addressed by the usage of social media channels such as Facebook and Instagram, which according to Svenskarna och Internet (2017), are the two biggest social media channels in Sweden. By putting e.g. images of the headstones in their natural habitat in the cemetery or sharing articles related to the line of business these channels can be used to spread awareness of the product. The website www.memoled.se was created, even though Memorial's homesite www.hautatuote.fi is also translated into Swedish. The reason behind creating a totally different website was to get better visibility for in on Sweden,

because of the website name difference. If potential customers in Sweden are searching for “MemoLed headstones”, it’s easier to find the product and information about it from www.memoled.se.

4 EXPORTING

This chapter will go through the process of the desired exporting activities of the MemoLed headstones into Stockholm, Sweden. According to Albaum and Duerr (2011, 116) exporting is still the most common way for businesses to do business in foreign markets. They also add that companies expand to foreign business operations when they can no longer achieve and meet their strategic objectives, return on sales and other aspects only operating in the domestic market. Companies are engaging in international business operations to get better visibility for the company and/or product, to expand its business ventures and to meet its both short- and long-term economic goals.

This Chapter consists of the following parts:

1. Memorial's reasoning for starting to export
2. Logistics
3. Export entry mode: Indirect export
4. Payments
5. Risks
6. Conclusion of export operations

4.1 Memorial's reasoning for starting to export

Memorial's reasoning for wanting to start exporting is, like mentioned above, to get better visibility for MemoLed headstones as well as to improve the sales figures in the company. The idea for starting export operations came in 2015 to the company. The sales numbers were not what were hoped for at that point in Finland, therefore exporting was thought of as a way to increase the sales numbers in order to meet both short- and long-term economic goals to get the company to make profit.

As mentioned previously in this thesis, some a previous study was made by Pekka Saarremaa in 2015. Memorial got to know about Sweden and its headstone market as well as the competition held by SKA in 2014. From that competition and its re-

sults, they got to know that in Sweden there is a renewal of headstone line of business happening and MemoLed could be a suitable product in that renewal, as there is nothing like it on the market anywhere in the world.

This study has already gone through the target market selection in detail in Chapters 3.1 and 3.1.1; therefore, it will not be discussed here anymore.

4.2 Logistics

When a company exports from a single country to a single market, the usual approach in the movement of physical goods is the selection of a dependable transportation method that ensures the safe arrival of the goods within a reasonable amount of time with a reasonable cost (Cateora, Gilly & Graham 2009, 449). They also add that the hardest part is not making the sale but getting the correct quantity of the product to the customers sometimes. In this case, as Memorial exports their product, MemoLed headstones, from Finland to Sweden, the chosen transportation method was influenced by the chosen logistics partner.

As Finland and Sweden are neighboring countries, and as the place to start exporting to was chosen as Stockholm, which is located in the southern part of Sweden, the way of transporting MemoLed headstones was chosen to be by truck and ship from Seinäjoki, Finland to Stockholm, Sweden. Driving through the northern part of Finland to get to Sweden and then once again driving from northern part of Sweden to southern part of Sweden would not have been cost effective or reasonable, the decision was made to start researching transportation companies who operate through southern Finland and its harbors to Stockholm. Contact was taken into eight different transportation companies in the Southern Ostrobothnia region to ask about the following things:

- How often does cargo go to Stockholm?
- How does the cargo go to Stockholm?
- What is the method of transportation?
- Price (a single place from the truck or do you have to “buy the whole container”?)

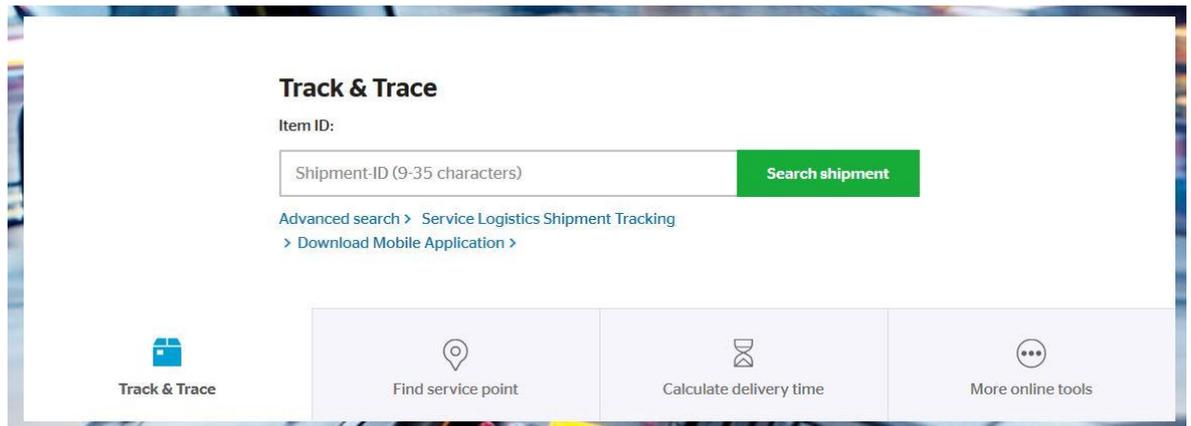
- What is the location of the company or their terminal?

Out of those eight contact companies, five companies replied providing the asked information as well as with an offer. The most suitable company for Memorial and their needs out of those five was PostNord Ltd., and their operations will be talked about next.

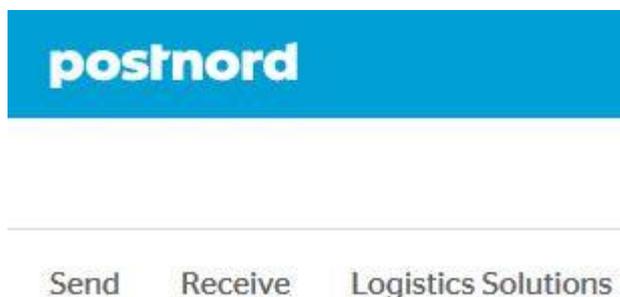
4.2.1 Logistics partner: PostNord Ltd.

PostNord Ltd. is a transportation company in Scandinavia. They offer their services for both private persons and companies, but most of their revenue comes from companies. The company was founded by the Swedish Government in 2009 and they own 60 per cent of the company's shares. In 2017 PostNord Ltd. employed 33 000 persons' and their revenue was 4.1 milliard euros. As the company operates in Scandinavia, their distribution network scale is large, as they deliver regular mail and packages all the way to whole containers. PostNord Ltd. also offers warehousing in all those countries (PostNord Ltd. 2018). The factors that were important for Memorial while choosing the possible logistics partner were following: reliability, flexibility in both transportation and billing, clear and easy-to-use tools for sending the good and most importantly, the chain of custody stays within the same company the whole time, so middle men are not needed. PostNord Ltd. has all of those and that's why Memorial decided to choose PostNord Ltd. as their logistics partner.

Why were those factors important for Memorial? The key aspect that was wanted from the logistics partner was to have the chain of custody of the product to stay with that company the whole time. With this it would be easy to track the delivery with the same tracking ID as well as saving time and resources by having the same needed documents in exporting throughout the whole way (such as Incoterms 2010, see Chapter 4.2.2 Incoterms 2010). PostNord Ltd. also offered all the necessary tools needed for sending a pallet, tracking it and for billing. Next there will be pictures out of those tools.



Picture 4. A screenshot of PostNord's track & trace system (PostNord Ltd. 2018).



Picture 5. A screenshot of PostNord Ltd.'s send and receive tools (PostNord Ltd. 2018).

 A screenshot of the PostNord calculator tool. The 'postnord' logo is in the top right corner. The main heading is 'PostNord Groupage' with 'Pvm: KVK1703' to its right. Below this, there are input fields for 'Asiakas:', 'Asiakasnumero:', 'Y-tunnus:', 'Postiosoite:', and 'Postinumero:', along with 'VAT-numero:' and 'Postitoimipaikka:'. The next row contains dropdown menus for 'Lähtömaa' (set to FI) and 'Vastaanottajamaa' (set to SE), followed by input fields for 'Lähtöpostinumero', 'Vastaanottajan postinumero', 'Polttoainelisa', and 'Rikkilisa'. The following row has dropdowns for 'Kollit' (set to 0-6) and input fields for 'Bruttopaino (kg)', 'm³', 'Lavametrit', and 'Rahdituspaino (kg)' (set to 0). A 'Lisäpalvelut' section contains checkboxes for 'ADR ja LQ lisä 65 € / lähetys sisältäen yhden UN nimikkeen', 'Kuljettajan ilmoitus 5 € / Lähetys', and 'Vientiselvitys (€/lähetys), max. 3 nimikettä*'. At the bottom, there is a 'Rahti välillä:' section with a dropdown for 'Virheellinen postinumero' and a price input field set to '- €'.

Picture 6. A screenshot of PostNord Ltd.'s calculator tool, in which you can calculate the price for sending a pallet, e.g. from Seinäjoki to Stockholm (PostNord Ltd. 2018).

What ensured PostNord Ltd.'s choosing as Memorial's logistics partner was also the fact that they have daily operations from Finland to Sweden. As the volume of the exported headstones is still unknown, it was one of the key factors that the times when the products can be collected and transported would be flexible. As PostNord Ltd. has the possibility of collecting the pallet containing the finished headstone daily and transporting it to Sweden within 1–4 days, the choosing of them as the logistics partner wasn't hard for Memorial.

The finished product, MemoLed headstone's journey from Seinäjoki, Finland to Stockholm, Sweden is the following:

1. Memorial uses PostNord Ltd.'s website to enter the required information about sending the product in a pallet. The time they wish for the product to be collected gets put in there and Lähettilakeus (a subsidiary transportation company) collects the pallet with a truck or a van and it goes by roads to one of the 20 warehouses PostNord Ltd. has in Finland.
2. PostNord Ltd.'s truck collects the pallet from the warehouse and drives by road to Turku, from where the truck including MemoLed headstone, drives into a ship and the ship sails through the Baltic Sea to Stockholm, Sweden (see picture 3).
3. PostNord Ltd. continues the chain of custody of the pallet the whole way to the customer (the possible agent), who take care of the product afterwards to the customer.

4.2.2 Incoterms 2010

According to Melin (2011, 56–57) incoterms are letter- and/or number combinations, in which the parties of a trade make an agreement about the terms related to the trade. Incoterms are international commercial customs that vary between countries and even in between the countries' harbors. Because of the multiple different ways of interpreting these incoterms, it has been strived to make solid incoterms. This is where the International Chamber of Commerce (ICC) steps in. Melin adds that the solid incoterms came in by ICC at first in 1936 and the newest edition, Incoterms 2010 was made in 2010 with the additions regarding the increasing international

sales of electronics. Incoterms 2010 is divided into two categories, where the first is about all of the transportation methods and the other is about water transportation. These Incoterms specify how the responsibilities between the importer and exporter are divided during the transportation. In other words, Incoterms specify:

- The two party's activity responsibilities
- The two party's expense responsibilities
- Where the risk changes hand (time and date)
- The responsibility of obtaining and acquiring the documents (related to e.g. transportation, import- and export permissions, proof of origin)
- Insurance responsibilities
- Packing responsibilities
- Examination expenses
- Notification responsibilities (e.g. safety information).

Below, there is a table about the two categories of Incoterms 2010.

Table 10. Incoterms 2010 and their groupings (Melin 2011, 58).

Incoterms 2010 and their grouping	
All transportation modes	
EXW	Ex Works
FCA	Free Carrier
CPT	Carriage Paid To
CIP	Carriage and Insurance Paid to
DAT	Delivered At Terminal
DAP	Delivered At Place
DDP	Delivered Duty Paid
Only water transportation	
FAS	Free Alongside Ship
FOB	Free On Board
CFR	Cost And Freight
CIF	Cost, Insurance and Freight

In addition, with Incoterms 2010 and the necessary paper work that is gotten from PostNord Ltd. and their tools, all the necessary paper work needed for exporting is handled easily by Memorial, so at least in the beginning when the export volume can be low, it does not require a lot of resources from Memorial.

4.3 Export entry mode: Indirect export

The most common ways of exporting are direct exporting and indirect exporting. According to Albaum and Duerr (2011, 402) these two basic forms of exporting are distinguished based on how the exporting company carries out the transactions flow between itself and the foreign importer. What separates these two methods, is where the responsibility in activities is: in indirect export the responsibility is with independent co-operative organizations that are located in the exports home country and in direct export the responsibility of the same activities is in the producer's hands', as the organizations in charge of performing these actions are part of the producer. In this case when choosing between those two modes, Memorial needs to take into consideration whether they want/are capable of being in the decision making actively or by giving the responsibility to someone else.

The factor that separates these two methods in Memorial's case is the number of middle men needed. In indirect export the first middle man is in the domestic market and the second one is in foreign market. In direct export the middle man is in the foreign market and the company itself handles the exporting to foreign market from homeland. In direct export the producer has contacts to the target market area and do selling themselves and indirect export method is better for companies, who lack the resources or contacts to do selling themselves in the target market (Luostarinen & Welch 1993, 21–25).

In Memorial's case, indirect export as an entry mode is better for the company. As the company does not have a proper amount of resources currently to use, indirect export is the better option out of those two. Although indirect export can be harder to handle sometimes, in this case it benefits Memorial, as PostNord Ltd. handles the exporting from Finland to Sweden. The first middle man is PostNord Ltd. and the second middle man is the possible agent in Stockholm area. And like told before, by using the agent's way of marketing the product in Sweden, Memorial does not have to get a marketing person to do marketing for themselves in Sweden. The agent also handles most of the work related to the sales operations in the target market, so therefore indirect export method is more beneficiary for Memorial compared to direct export method.

4.4 Payments

In international trade the biggest risks lie in payments. In international trade the central risks are the exporter's risk of non-payment and the importer's risk of the goods shipped will not conform to the contract. Both of these risk factors can be reduced with documentary safeguards provided by the letter of credit mechanism, which will be talked about in this chapter (Ramberg 2008, 147–148). There are seven different payments methods available to be compared to each other and that table can be found below in this chapter. What these methods come down to, is the relation between the exporter (Memorial) and importer (possible agent in Sweden). This relationship comes down to the means of payment and security mechanism. Ramberg adds that in means of payment the most common way is for the importer (or their bank) to find out the exporter's draft of exchange. Additionally, in security mechanism with the documentary bills, the exporter's goods and the importer's payment of the exchange are exchanged in a neutral third party, bank.

Table 11. Key features of export payment methods (Albaum & Duerr 2011, 738).

Method of payment	Time of payment to seller	Goods available to buyer (importer)	Risk to seller (exporter)	Risk to buyer (importer)
1. Consignment	Upon presentation of draft, usually after all or part of the goods have been sold by the importer	Upon delivery	Full reliance on buyer to pay the drafts	None
2. Open account	Upon payment of invoice made	Upon delivery	Full reliance on buyer to pay invoice when due	None
3. Time draft for collection - Documents against acceptance (D / A)	Upon maturity of time draft or trade acceptance	Upon acceptance of time draft	Buyer may not accept draft or may fail to pay when due	Goods may not be as shown in documents
4. Sight draft for collection - Documents against payment (D / P)	Upon presentation of documents	After payment	Possible nonpayment of draft due to buyer's problems or country risk	Goods may not be as shown in documents

5. Letter of credit (L / C) or usance of documentary credit	Upon maturity of time draft, if documents are clear or upon discounting of the bankers' acceptance	Upon his / her bank's acceptance of the documents	Possible nonpayment due to country risk unless confirmed	Goods may not be as shown in documents
6. Sight letter of credit (L / C), or sight documentary credit	When conforming documents are presented to negotiating or paying bank	Upon settlement	Very little or none, based on conditions in the L / C	Goods may not be as shown in documents
7. Cash in advance	Prior to shipment	After payment	None	Full reliance on the exporter to ship goods as ordered

When looking at the table above and thinking what the best payment method would be for Memorial, 3. Time draft for collection—Documents against acceptance (D/A) could be the best option. Since there is no country risk in Sweden (see Chapter 4.5 Risks) that does not need to be taken into account. D/A is the best option for both parties, Memorial and the possible agent in Sweden in this case, since the payment's timeliness relies on Sweden within the customer. And sometimes there can be problems within the heirs and where the money gets taken for the headstone, strict deadlines are not an option always. Therefore, there needs to be some loose on the time of the payment that then gets put into the possible agent's account, where they deposit the money for Memorial. Both parties, the exporter and importer have some risks in this method, but it should work if both parties hold up their part from the agreement.

4.5 Risks

Risks related to export may be neutralized by disabling the risk factors. However, this should not be mixed up with the avoidance of risks, which implies missing out on opportunities and chances. Whenever a risk is neutralized, the cause of possible losses remains unaffected (Grafers & Schlich 2005, 166). When talking about export risk factors, the most common risks are related to the country, payments, customer risks and contractual risks. Usually most of these risks are related to government policies and/or communicational issues.

In country risks the risks are divided into three different categories. They are political risks, economic risks and social risks. In political risks those can be legislative or administrative interventions regarding foreign trade, economic risks are i.e. shifts of competitive strengths, weaknesses of business activities or exchange rate fluctuations and social risks can be civil wars, corruption, revolt or anything like that (Grafers & Schlich 2005, 158–159).

Payment risks in this case are, the transfers of money and the uncertainty of timeliness in them. When the money presumably comes from final customer → possible agent in Sweden → Memorial, there are several “check points” the transfers goes through. As can be seen from the picture below, the exchange rate hasn’t fluctuated much after 2014. According to Saarremaa (2014), the headstone line of business has and will be stable for years to come, so from there uncertainty is not expected highly.



Picture 7. Exchange rate fluctuation between Euro and Swedish Krona from 2014 to date 2018 (XE Currency chart 2018).

4.6 Conclusion of export operations

As Memorial's plan is to export their product, MemoLed headstone, from Seinäjoki, Finland to Stockholm, Sweden, the chosen entry mode was chosen by the desired actions and plans mentioned beforehand in the thesis. As Memorial's plan is to enter to the Swedish market with using local, Swedish companies, as agent's and using their methods of sales and marketing, indirect export is the mode to use in this case. Memorial does not have all the resources needed to use the direct export mode, therefore it only strengthens Memorial's desired plan as well as indirect export modes usage.

The logistics partner was chosen to be PostNord Ltd., which is a transportation company that operates in both Finland and Sweden. With the tools that PostNord Ltd. provides (for sending pallets as well as track & trace system) the chain of custody stays within the same transportation whole company the whole way, which was very important for Memorial. With the aforementioned points to use indirect export mode, the chosen logistics partner being middle men in both countries, it once again strengthens the modes position as the correct one.

Payments and risks go hand-in-hand in this case, as payments are going to be one of the risks to take account for when exporting. Like told before, there is always some uncertainty with the payments timeliness and when the payment is being made by the final customer in Sweden, as there can be problems within the transaction and when/where the deceased one's heirs will take the money from. Because of that and the low amount of country risk that Sweden provides for Memorial, using Time draft for collection–Documents against acceptance (D/A), as the payment method was the chosen way of export payment method.

5 RESEARCH

The final part of this thesis before conclusion is about the research work. This chapter is divided into following categories:

1. Implementations of the research questionnaires
2. The research design of the questionnaires
3. Reliability and validity of the questionnaires
4. Results of the research questionnaires.
5. Conclusion of the research results

Implementations cover the research project used in this thesis and the aim of it is to provide all the needed basic information for the reader. Following that this thesis covers the research designs of the questionnaires, where it aims to give information about the used research methods. Next, the reliability and validity of the questionnaires will be looked upon and if the research work met the goals set for it. Lastly the results of the research work will be looked upon and analyzed.

5.1 Implementations of the research questionnaires

Both research questionnaires (see Appendices 1 & 2), were conducted as online surveys and they were made with Webropol Systems. It is an online tool to create surveys as well as collect and analyze the gathered data (Webropol 2018).

The surveys created with Webropol were sent out to Sweden and Finland, both in their native languages, Swedish and Finnish. Both questionnaires are identical, except for the question 4 in the questionnaire in Finnish. That question is about the region of the respondent in Finland, which was added because Memorial wanted to know if there were differentiations between regions and their answers in Finland. This information wasn't seen as important in the survey sent to Sweden, as Memorial has set its strategy to go to the Stockholm area first and expand from there to other parts of Sweden if that opportunity arises. However, despite the previously

mentioned information, both surveys were sent out across both nations, disregarding the region to get a large sample of data from both countries to maximize the results.

The questionnaires are divided into four parts. The parts are as following:

1. General information
2. Questions about marketing in the mortician industry
3. Questions about digital marketing in the mortician industry
4. Communication & customership.

The first part is aimed to collect basic information about the respondents, such as gender, age and their position in the company. The second part consists of questions aimed at marketing in the mortician industry, such as what they think about marketing in the industry and do people on the field view marketing in the industry important. That includes people also working outside the headstone line of business, such as florists, morticians, and juridical helper's, who offer their services for the deceased one's families. Third part aims its questions to digital marketing in the mortician industry and that part is hoped to give data about the digital marketing activities on the mortician industry. All the questions in third part are related directly to the respondent's company and their digital marketing activities. The last, fourth part, of the questionnaires is related to communication and customership. It involves questions about communication between the company and their customers. Both questionnaires were answered as anonymous. The reason for sending out surveys to both countries in their native language was to get as many responses as possible.

In the survey in Finnish there were 23 questions and the survey in Swedish had 22 questions. As the questionnaires are similar expect for one question, (that was the region in Finland), both questionnaires will be looked upon at the same time. The surveys had both open and closed questions. Some questions had the opportunity to choose multiple answers in them as well as having an open field to answer with already-given answers in case there were instances where things some companies do are not covered up. Both surveys can be seen from Appendices 1 and 2.

The questionnaires were sent out through e-mail to everyone. The surveys in Finland were sent out to individual companies working in the mortuary business. The timeline for the surveys given from Memorial was flexible. The original plan was to send out the e-mails in week three. The estimated time for surveys being online was set at first to be 4–6 weeks and the company wanted results to be in the latest on the beginning of March. But, as the amount of responses received from Sweden wasn't sufficient, the date of closing the survey in Sweden was postponed with 2 weeks. The response rate to be gotten from both surveys was aimed to be 20 per cent.

The e-mails regarding the survey in Finland were sent out twice, first in week three of 2018 on the 15th of January and after that again in the 12th of February. The e-mail in Finland was sent out to 117 e-mail addresses that belong to companies working in the mortuary business. Out of 117, four e-mail addresses weren't in the use anymore, so the final number of received e-mails was 113. Out of those 113 e-mails two companies responded to the e-mail saying that they weren't interested in filling the survey but wished all the best. On the first round of sending the e-mail 18 responses were gotten. On the second round when the e-mail was sent out to the same 113 addresses, nine more responses were gotten. The total amount of responses gotten out of 113 sent e-mails in 12th of March was 27. Therefore, the response rate was 24 per cent. As the response rate was set by Memorial to be 20 per cent, the results were satisfactory. According to CheckMarket's sample size calculator (2018), if the confidence level of the survey is 95 per cent with an error margin of 5 per cent, to achieve the estimated response rate of 20 per cent the number of invites sent should have been 130.

The e-mails regarding the survey in Sweden were sent out three different times. The amount of companies the e-mails were sent out in Sweden was 127. The first round was on week three of 2018 on the 15th of January and the second round was similarly sent out in 12th of February. The third round was sent out in 26th of February and the survey was closed on 12th of March. In the first round five responses were gotten. The second time the e-mails were sent, two more responses were gotten. On the third round five more responses were gotten, making the total amount of

responses gotten from Sweden 12. Out of the 127 e-mails sent, six different companies answered that they were not interested in doing the survey and wished well. The response rate gotten from Sweden out of 127 sent e-mails was 9.4 per cent. As the response rate set by Memorial wished to be was 20 per cent, the result is not satisfactory. According to CheckMarket's sample size calculator (2018), if the confidence level of the survey is 95 per cent with an error margin of 5 per cent, to achieve the estimated response rate of 20 per cent, the number of invites sent should have been 60. But, as the response rate was roughly 10 per cent, the number of invites sent should have been 120.

5.2 The research design of the questionnaires

The chosen research design for the thesis was chosen to questionnaire. Surveys, as used in the research work in this study, are part of questionnaire studies. Survey means polls', interviews' and observations' aspects, where material is collected standardized and where the target audience forms a sample out of a specific universe. Standardizing means that if the researcher wants to know e.g. what the education of the respondents is, this matter needs to be asked from all respondents in the same way (Hirsjärvi, Remes & Sajavaara 2007, 188). They also add that the material collected with surveys is usually handled as quantitative research.

Usually the benefit of a research questionnaire is that it is easy to collect a large sample of data; it is possible to get both a large sample size and ask many questions. Questionnaires are effective, as they save time and resources (Hirsjärvi et al. 2007, 190). Heikkilä (2014), adds in her publication that an internet questionnaire like the one in this thesis, usually has a high response rate, but the response rate might go down the longer the survey is. With a survey like this it is easy to get responses quickly, but the exactness of answers can be unsure.

Hirsjärvi et al. (2007, 193–195) state that there are three different type of questions; open questions, multiple choice questions and questions based on scope. The surveys in both Finnish and Swedish had them all. Open questions are type of questions that ask the question and leave an empty field behind it (e.g. question 22 in Swedish survey and question 23 in Finnish survey, see Appendices 1 & 2). Multiple

choice questions are questions where the answers are given already to the questions, and the respondent can choose one or multiple answers if the choice is given (e.g. questions 7 and 8 in Swedish survey and questions 8 and 9 in Finnish survey, see Appendices 1 & 2). The last question type is question based on scope, where the respondents give an answer to a claim and they answer how much they agree with the question with (e.g. Question 11 in the Swedish survey and Question 12 in the Finnish survey; see Appendices 1 & 2). Although in some questions there were given answers already, there was also an empty field. This was done to ensure that the respondents can also give an answer that was left out if they felt like it, even though the choice of making a multiple-choice questionnaire was made to get exact data that would be easy to transfer and analyze.

According to Heikkilä (2014), the characteristics of a good questionnaire are the following:

1. The form is clear, clean and it looks tempting
2. The text and questions are set clearly
3. Clear instructions
4. The question is about one exact thing
5. The questions advance logically and numerically
6. Questions about same topic are in the same area
7. The survey begins with easy questions and the survey is not too long
8. The survey makes the respondent feel that their answers are valued
9. The survey has been tested and pre-filled
10. The answers are easy to give and process afterwards.

The survey was tested before sending it to the respondents. Both surveys were tested with three different people and the time was measured how long it would take for the test persons to fill the survey. In both Finnish and Swedish surveys, the time to fill it in took around five minutes. That was mentioned in the beginning of both surveys, because at first glance the survey might seem a bit long to some respondents and if the respondents are able to see how long filling the survey will take, maybe that can be seen in high response rates. However, like mentioned before, the Finnish survey got a response rate of 24 per cent and the Swedish survey's response rate was 9.4 per cent.

5.3 Reliability and validity of the research questionnaires

Hirsjärvi et al. (2007, 226) state that reliability means that the measurements can be repeated, in other words the research gives not-random results. According to Heikkilä (2014), to ensure reliable results, the sample size needs to be big enough and the collection of data as well as its input and processing needs to be careful and impeccably. Other term that is related to the evaluation of the research is validity. In Hirsjärvi et al.'s publication it is stated that validity means the ability to measure exactly what was meant to be measured. They also add that these measurements don't necessarily always equate the reality that the researcher wishes to be researching. Heikkilä, adds that the validity of the research needs to be ensured with careful planning beforehand as well as with carefully measured data acquisition. Also, one of the key measurement points in research's validity is a high response rate. What furthers the researches reliability and validity as well is clear and objective reporting of the process and results.

The goal of both research questionnaires was to find out about how the people working on the mortuary business see and feel about marketing in their respective field. Both questionnaires were sent out directly to people/companies, who work on this field. This was done to get insight about the marketing practices in both countries, especially in Sweden, where Memorial wishes to start exporting their product, MemoLed headstones. The answers gotten from both survey's help in this matter in order to get an idea, what would be the suffice way to get better visibility for the company and its product.

As responses were gotten from both countries with response rates of 24 per cent in Finland and 9.4 per cent in Sweden, a systematic error has not been discovered and the research study for this thesis can be found as valid. If the research would have been conducted in similar conditions, the results would remain the same, therefore the research study can also be found reliable.

5.4 Results of the research questionnaires

This Chapter will focus on the results of the Swedish and Finnish research questionnaires. As the focus of these surveys was to get better knowledge about the marketing practices in the mortuary business in both countries, especially in Sweden, to get better product visibility as well as get to know the most sufficient way of marketing. In all of the Chapters related to research questionnaires first there will be a side-to-side comparison between the two countries' responses and the text below the Figure will discuss about those answers. The results of the surveys were used in this thesis as well as given to Memorial.

5.4.1 Basic information



Figure 2. Question 1: Gender? A comparison between Sweden and Finland.

The first question in both surveys was about the respondents' age. In Sweden 3/12 (25 per cent), were female and 9/12 (75 per cent) were male. The vast majority of respondents in Sweden were male as in Finland 56 per cent of the respondents were female (15/27). 12/27 respondents were male in Finland.

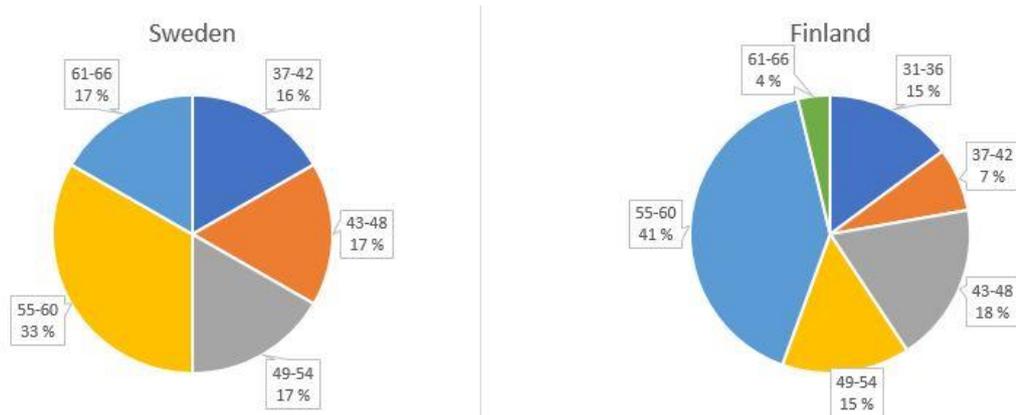


Figure 3. Question 2: Age? A comparison between Sweden and Finland.

The second question in both surveys was about the respondents' age. The answer options were given in 5-year intervals, starting from "Under 25" and ending in "Over 67" (see Appendices 1 & 2). In Sweden 50 per cent of the respondents were older than 55 and in Finland 45 per cent were older than 55. In both countries most respondents were aged 55–60, and the youngest ones were 37–42 in Sweden and 31–36 in Finland.

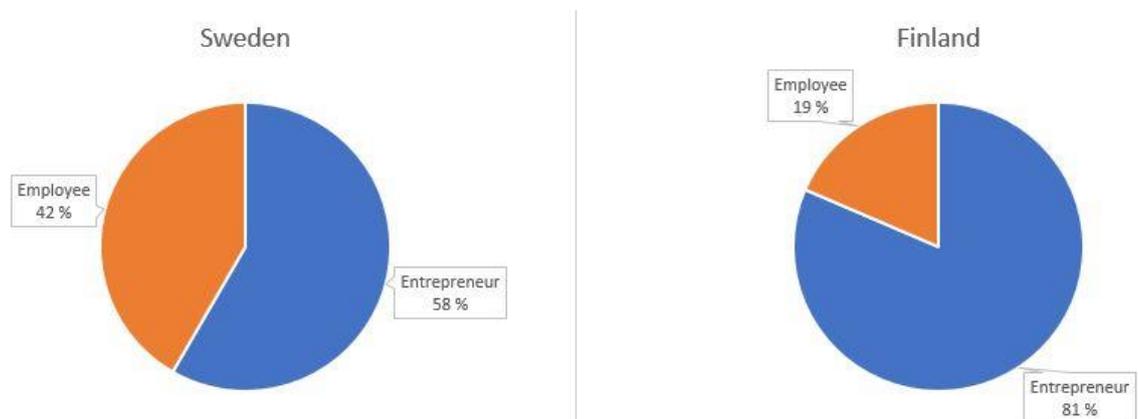


Figure 4. Question 3: What is your position in the company?

The last question in the first part of the surveys (disregarding question 4 in Finnish survey about the region) was about the position of the respondent in the company. In Sweden 7/12 (58 per cent) answered to be the entrepreneur and 5/12 (42 per cent) answered to be an employee. In Finland 22/27 (81 per cent) respondents were entrepreneurs and 5/27 (19 per cent) were employees. In both countries the majority of respondents were entrepreneurs.

5.4.2 Questions about marketing in the mortician industry

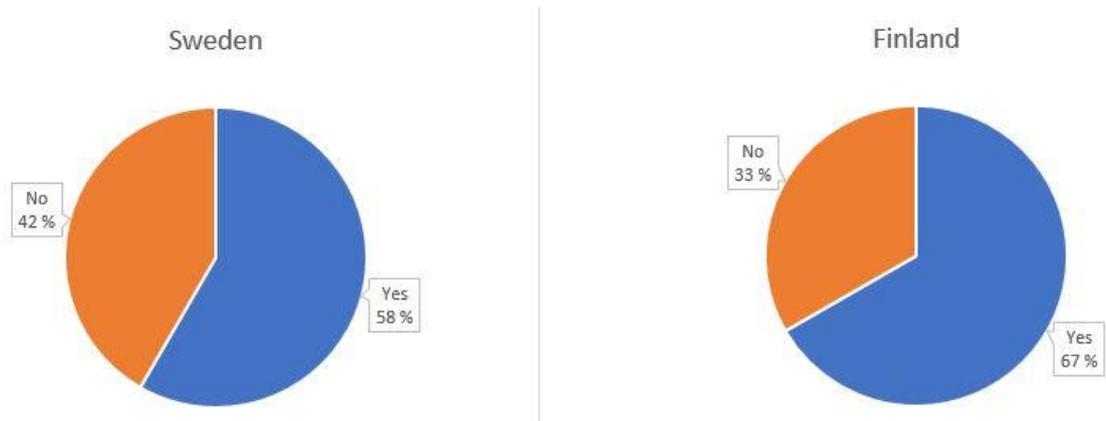


Figure 5. Question 4: What do you think of marketing in the mortuary business in general, do companies in this field market enough?

In Sweden a little over half (58 per cent) of the respondents felt like companies' market enough on this field, by getting 7/12 "Yes" answers. 5/12 respondents felt like more could be done in the marketing field getting a 42 per cent rate. In Finland 18/27 (67 per cent) felt like enough is done in the marketing sector as 33 per cent (9/27) opposed that. In both countries the majority of people working on mortuary business feel like companies have enough marketing in the field.

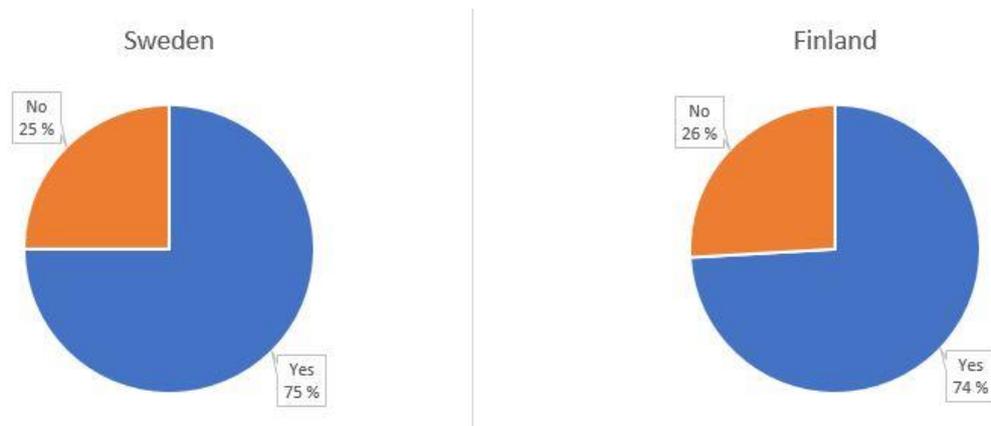


Figure 6. Question 5: Does your company market enough?

In question 5 the answers are the most similar out of all the questions in the survey, as there is 1 per cent differentiation between the respondents in Sweden and Finland. In Sweden 9/12 (75 per cent) respondents answered that their company markets enough, whereas 3/12 (25 per cent) respondents answered that their company

does not market enough. In Finland 20/27 (74 per cent) respondents answered that their company markets enough, as 7/27 (26 per cent) respondents opposed that.

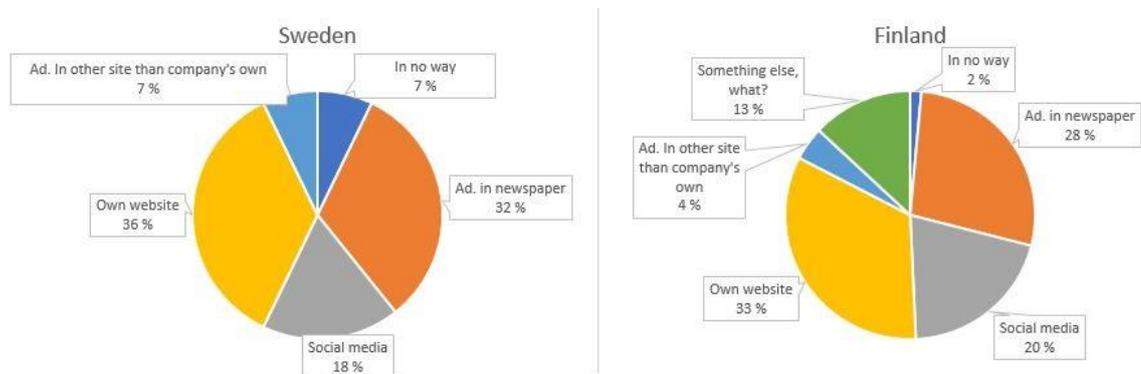


Figure 7. Question 6: In what different ways does your company market itself?

This question had both open and closed answer options, in Sweden none of the respondents answered anything to the open field, but in Finland 9 respondents answered to the open field as well. In this question the respondents were able to choose multiple answers out of the given options. In Sweden 61 per cent answered to have digital marketing and in Finland that number is 57 per cent. The most common way of marketing in both countries is advertising in a newspaper and having a home page. Below there will be a short conclusion of the open answers in Finland:

- Brochures, pens etc. that can be given to customers
- Radio advertisements
- A neon sign in proximity of traffic lights
- Google Adwords and other search engine optimizations

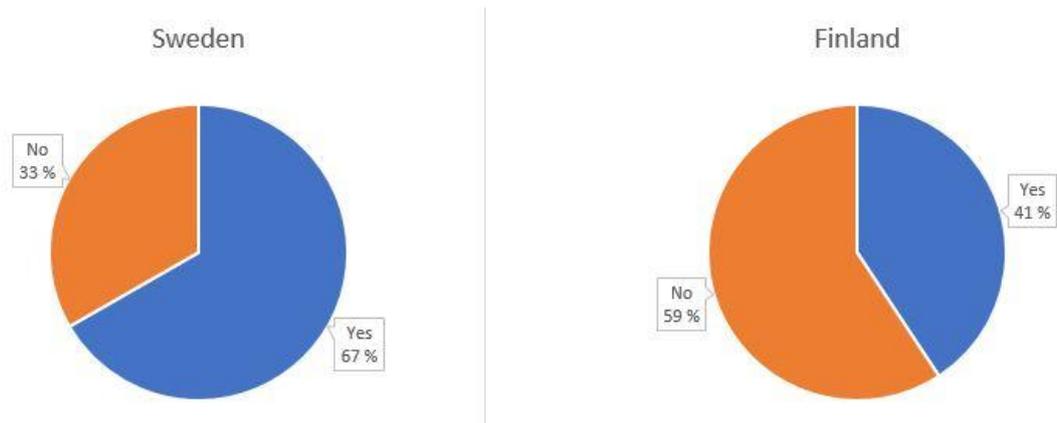


Figure 8. Question 7: Would you like for your company to advertise more?

This question is about the satisfaction in the amount of marketing companies have in Sweden and in Finland. In Sweden 8/12 (67 per cent) respondents answered that they would like their company to advertise more, whereas in Finland less than half (41 per cent, 16/27) answered that they would like for the company to advertise more. In Sweden 4/12 (33 per cent) would not want for the company to advertise more and in Finland 16/27 (59 per cent) agreed to that with Sweden.

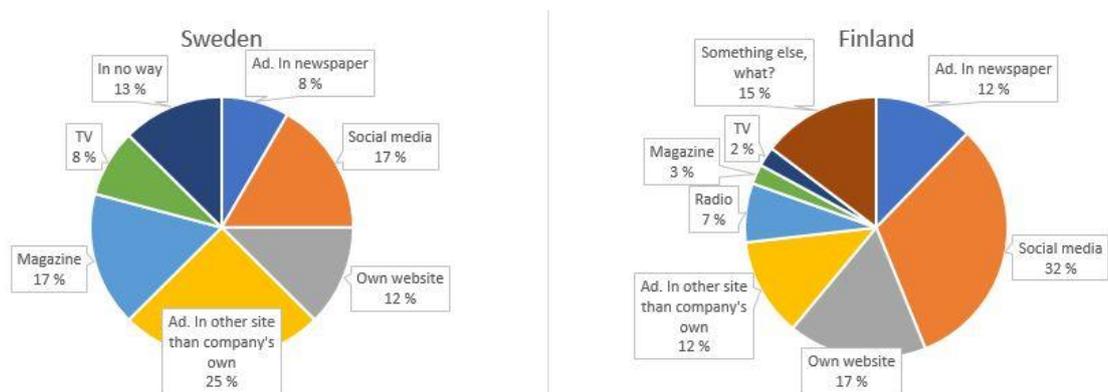


Figure 9. Question 8: In what different ways would you like to advertise more?

In this question in the survey 54 per cent of the respondents in Sweden would like to advertise more digitally and 33 per cent of the respondents would like to add more advertising in non-digital form, by advertising in a newspaper, magazine and in TV. In Finland 61 per cent of the respondents would like to add more digital marketing and 24 per cent would like to have more marketing in non-digital form, e.g. by advertising in newspaper, radio, magazine and TV.

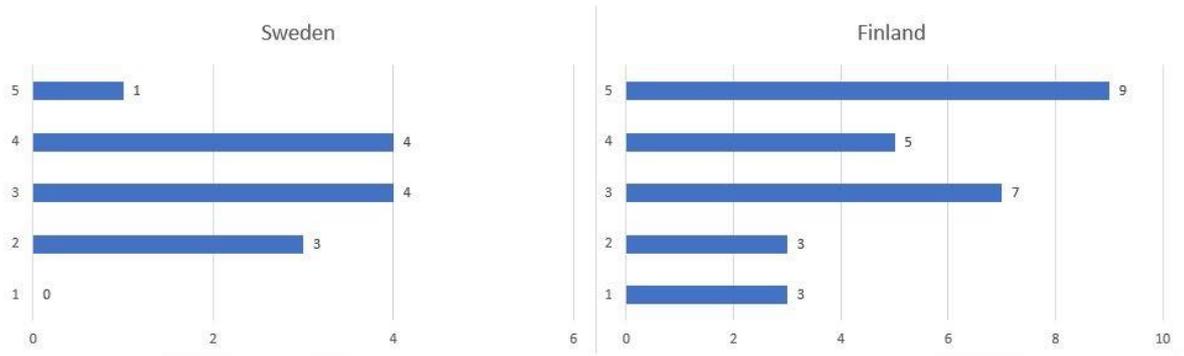


Figure 10. Question 9: What is your opinion on the importance of printed marketing in mortuary business.

In this question the scale was from 1–5, 1 meaning “not important” and 5 meaning “very important”. As can be seen from the figure above, the consensus in both countries is that printed marketing is important in this line of business. In Sweden 5/12 (42 per cent) viewed it as important or very important and in Finland 14/27 (52 per cent) viewed it the same. The general consensus based on these responses is that printed marketing is an important way of marketing in the field. The mean in Sweden was 3.25 and in Finland it was 3.52.



Figure 11. Question 10: What is your opinion on the importance of digital marketing in the mortuary business?

In this question the scale was from 1–5, 1 meaning “not important” and 5 meaning “very important”. As can be seen from the figure above, the consensus in both countries is that digital marketing is highly important in this line of business. In Sweden none of the respondents rated digital marketing’s importance below 3 and in Finland the same number is 6. In Sweden 10/12 (83 per cent) viewed digital marketing as important or very important and in Finland 20/27 (74 per cent) viewed it the same. The mean in Sweden was 4.25 and in Finland it was 4.

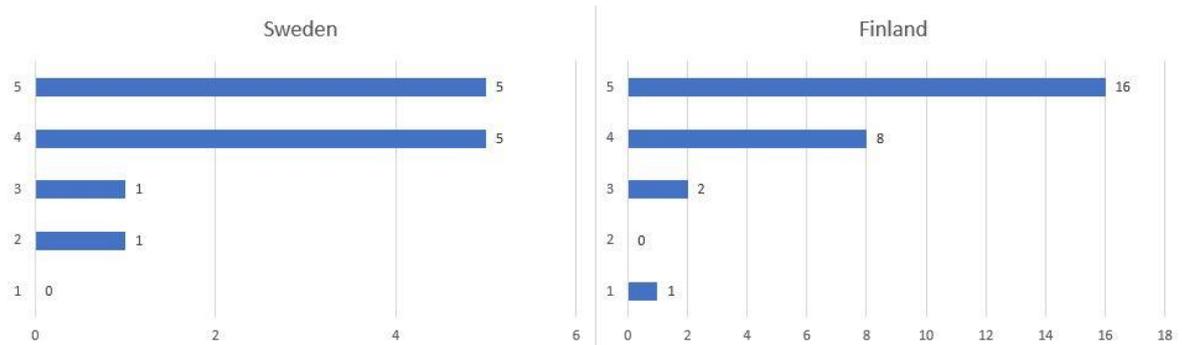


Figure 12. Question 11: In your opinion is marketing more challenging in the mortuary business compared to other line of businesses?

In this question the scale was from 1–5, 1 meaning “just as easy” and 5 meaning “more challenging”. As can be seen from the figure above, the consensus in both countries is that it is, as in Sweden 1 respondent answered below 3 and in Finland the number was exactly the same. In Sweden 10/12 (83 per cent) respondents view marketing more challenging as in Finland 24/27 (89 per cent) view it as more challenging. The mean in Sweden was 4.17 and in Finland it was 4.41.

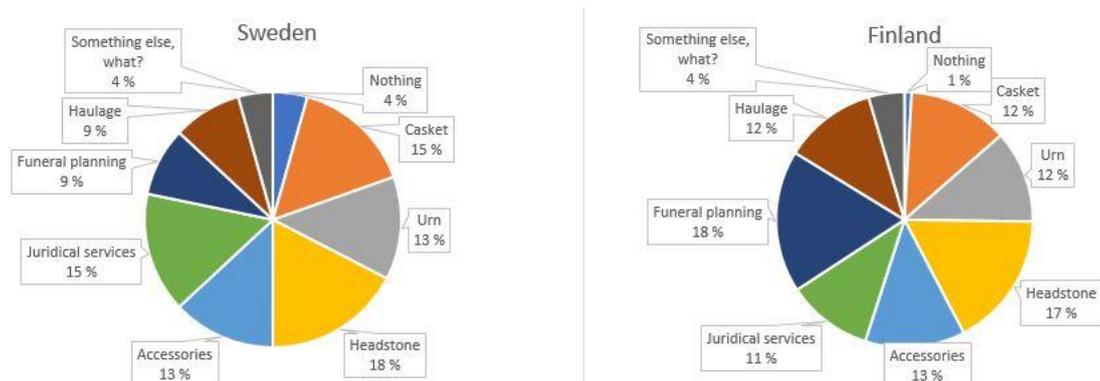


Figure 13. Question 12: In your opinion, what products or services in the mortuary business are suitable to market?

This question is about what products/services are viewed as suitable for marketing in the industry. The respondents were able to choose 1 or more answers in this question. Majority of the respondents viewed products, services etc. eligible for marketing in both countries, as 4 per cent in Sweden answered “nothing” and in Finland the number was 1 per cent. In Sweden 18 per cent of the respondents answered headstones as the most eligible one to market, whereas in Finland the amount was 17 per cent, where only funeral planning got higher percentage with 18 per cent. In

both countries a few answers were given to the “Something else, what?” open question, and below there is a short abstract of both countries answers:

- Sweden: flowers, catering and overall it is acceptable, just not anything like “discount coffins” etc.
- Finland: flowers, catering, and the whole service of how the family of deceased one can arrange everything with ease.

5.4.3 Questions about digital marketing in the mortician industry



Figure 14. Question 13: In your opinion, is digital marketing important in the mortuary business?

In this question in both countries the vast majority think that digital marketing is important in the mortuary business. In Sweden 10/12 (83 per cent) thought that digital marketing is important and in Finland 23/27 (85 per cent) thought the same. 2/12 (17 per cent) in Sweden and 4/27 (15 per cent) in Finland stated that digital marketing is not important.

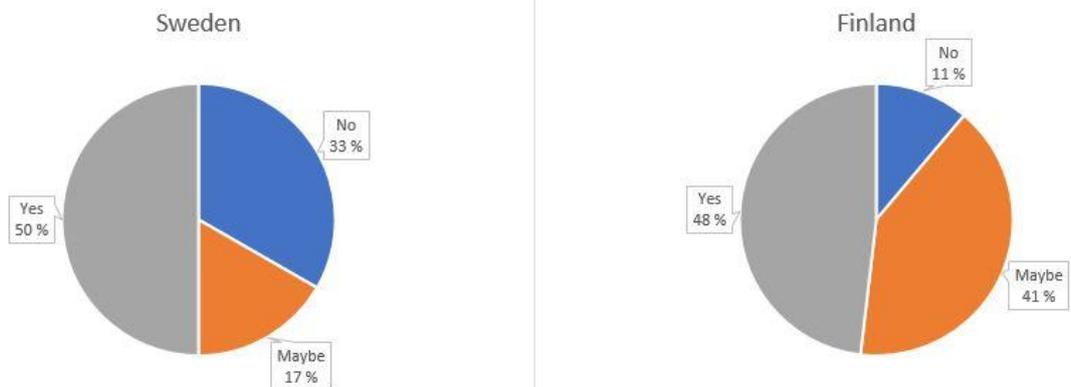


Figure 15. Question 14: Does your company have the knowledge for digital marketing?

In this question in both countries approx. half of the respondents answered that their company has the knowledge for digital marketing. The respondents were given three answer options: No, Maybe and Yes. In Sweden 4/12 (33 per cent) answered they did not and in Finland 3/27 (11 per cent) answered the same. 2/12 (17 per cent) in Sweden said “Maybe” whereas in Finland 11/27 (41 per cent) answered the same. In Sweden 6/12 (50 per cent) answered “Yes” and in Finland 13/27 (48 per cent) answered “Yes” as well.



Figure 16. Question 15: Does your company have digital marketing?

In Sweden 7/12 respondents stated that their company had digital marketing, as in Finland 20/27 (74 per cent) answered “Yes” as well. 5/12 (42 per cent) in Sweden said they did not have digital marketing whereas in Finland 7/27 (26 per cent) answered the same.

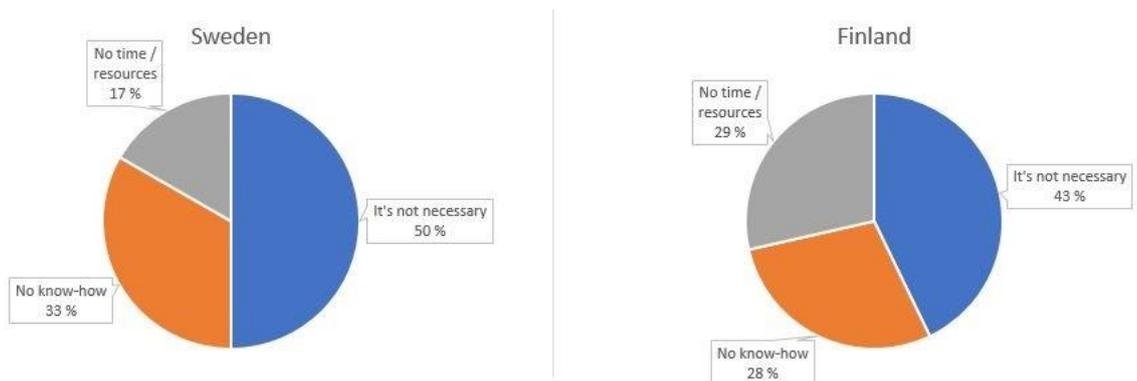


Figure 17. Question 16: Why does your company not have digital marketing?

This question was meant for only those respondents, who answered “No” in the previous question. The respondents can choose multiple answers for this question. In Sweden 50 per cent stated digital marketing is not necessary whereas in Finland 43 per cent thought the same. 33 per cent in Sweden said they don't have the

knowledge for it and in Finland the percentage is 28 per cent. No time/resources were the answer for 17 per cent in Sweden and in Finland it was 29 per cent.

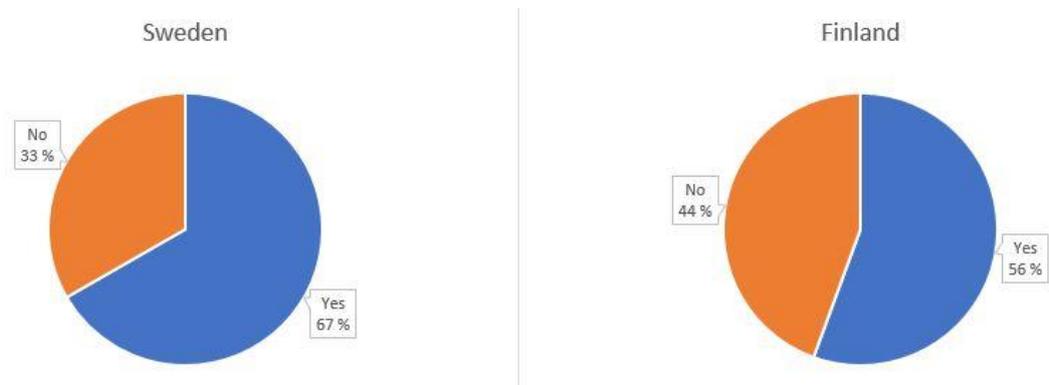


Figure 18. Question 17: Would you like to have more digital marketing?

In this question more than half of the respondents in both countries would like to have more digital marketing. In Sweden 8/12 (67 per cent) would like to have more digital marketing and in Finland 15/27 (56 per cent) said the same. 4/12 (33 per cent) in Sweden wouldn't grow the amount of digital marketing they have already, as in Finland the amount was 12/27 (44 per cent).

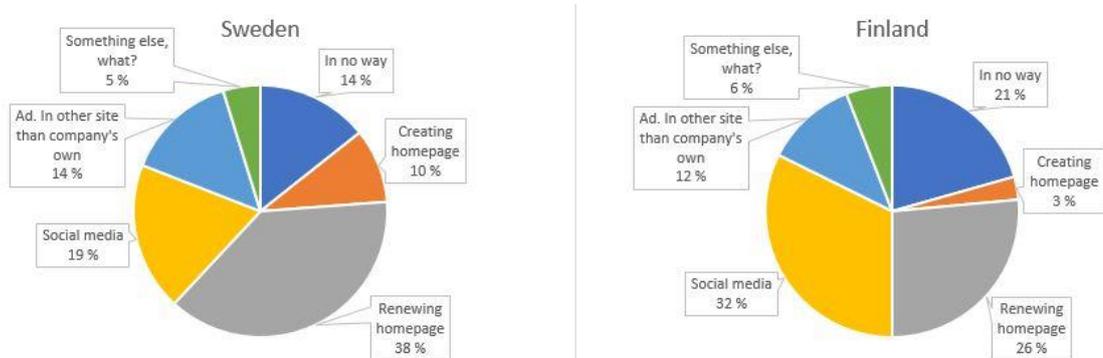


Figure 19. Question 18: In what ways would you like to have more digital marketing?

In this question the respondents can choose between multiple answers. In both countries there were some responses in favor of not adding more digital marketing, in Sweden 3/12 (14 per cent) and in Finland 7/27 (21 per cent). The most popular option was to renew an existing homepage with 38 per cent in Sweden and 32 per cent in Finland would like to use more social media. As two respondents in Sweden would like to create a homepage and in Finland one respondent would like to create

a homepage. In both countries “Something else, what?” -question was answered with better visibility in Google searches.

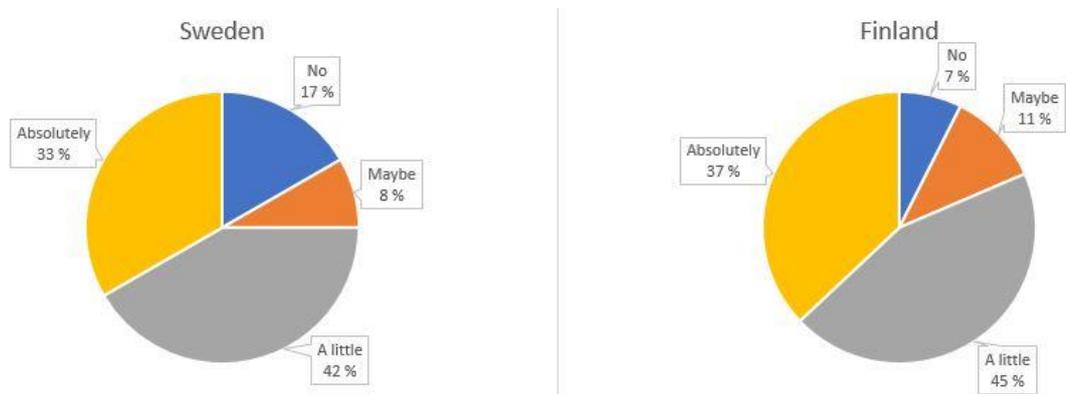


Figure 20. Question 19: In your opinion would digital marketing ease the services and approaching the customers?

In this question the respondents could choose multiple answers. In both countries more than half of the respondents answered that digital marketing would ease the services and approaching customers, with 75 per cent in Sweden saying it would ease “A little” or “Absolutely” and in Finland with 82 per cent saying it would ease “A little” or “Absolutely”. In Sweden 8 per cent were unsure whereas in Finland 11 per cent were unsure. In Sweden 17 per cent didn’t think it would easy anything and in Finland that amount was 7 per cent.

5.4.4 Communication and customership

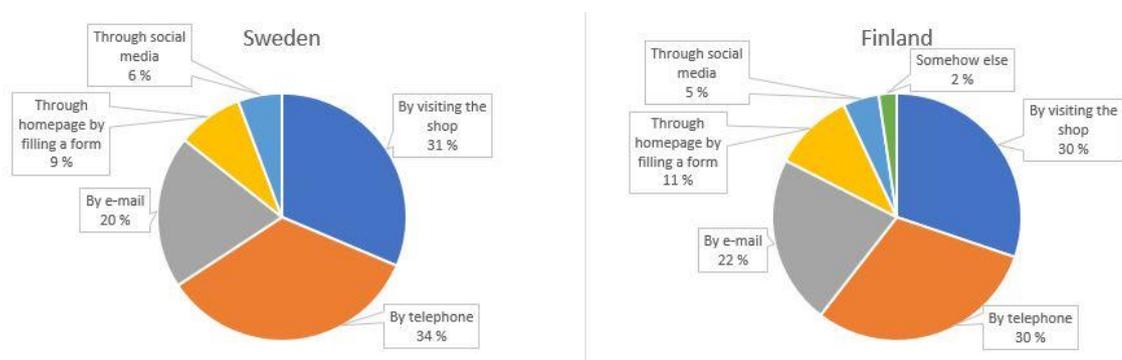


Figure 21. Question 20: How do customers take contact to you?

In both countries more than half of the respondents said that more than half of their customers take contact to them by visiting the shop or by telephone in both countries. In Sweden that amount was 65 per cent and in Finland it was 60 per cent. In Sweden 20 per cent said the next most popular one was by e-mail. The case was same in Finland with 22 per cent. Customers taking contact through social media was the least one way of contacting and in Finland two respondent answered with “Somehow else”, saying through a chat in homepage or through the online shop.

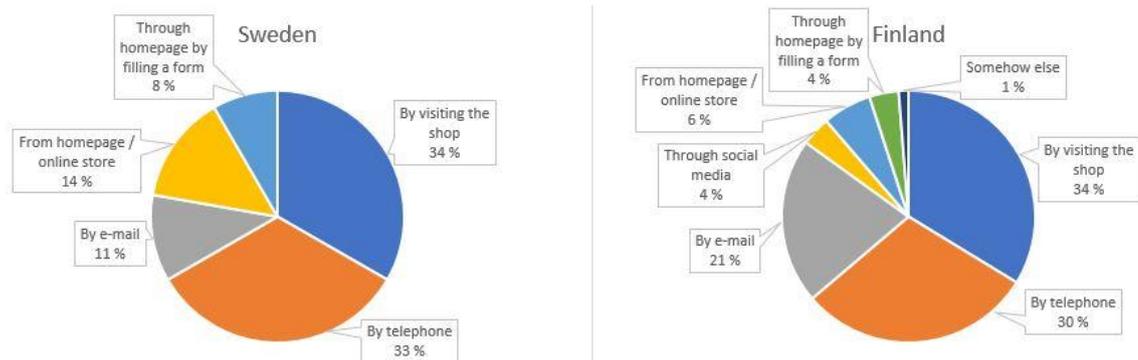


Figure 22. Question 21: How do your customers buy products or services from you?

In this question the respondents can choose multiple answers. In both countries 100 per cent of the respondents said that customers buy from them by visiting the shop. In Sweden every respondent also said that customers buy from them by telephone and in Finland 26/27 respondents said the same. In Sweden 33 per cent purchases come through internet with e-mail, homepage/online store or by filling a form in homepage. In Finland 35 per cent purchases come through internet with e-mail, social media, homepage/online store or through homepage by filling a form.

The last question in both questionnaires was an open question, which was the following: “Do you collect feedback from the customers?”. In the questions footnote it was stated that if they answered “No”, please explain briefly and if you answered “Yes”, please specify how you collect feedback.

From Sweden three answers were gotten to this question, where two of them were brief “No’s”, and one “Yes”, where the answer was that they ask why the customers chose them.

In the Finnish survey 20 respondents answered to this question, with eight responses being brief “No’s” and some of them specifying that they didn’t view asking for feedback as a polite way that the customers will give feedback if they would like to by themselves without asking. Some respondents who said “Yes”, stated that they collect feedback by themselves orally or with a paper on the brick-and-mortar shop or through e-mail and Facebook. Also, a popular option to collect feedback was with working together with the Finnish Association of Funeral Services and Taloustutkimus Oy (Economic Investigation Ltd.). Three respondents told that they send in a survey asking for feedback with the in-voice to the customer and one respondent stated that they were thinking of opening a feedback box in the homepage. 5/20 (25 per cent) of the respondents to this question said that they have tried collecting written feedback, but they got way less feedback through it compared to oral feedback.

5.5 Conclusion of the research results

The surveys were sent out to both Sweden and Finland to get knowledge about current marketing practices in both countries. As Memorial wishes to enter the Swedish market through local morticians/headstone manufacturers and sellers, the Swedish survey and its results are highly important on getting knowledge about the marketing practices regarding this line of business in the target market.

From Sweden 75 per cent of the respondents are male and 25 per cent are female. In Finland the amounts were 44 per cent male and 56 per cent female. From Sweden the respondents’ ages were between 37–66 years and in Finland they were between 31–66 years. 58 per cent of the respondents in Sweden were entrepreneurs as the number in Finland was 81 per cent. The results of both research questionnaires are quite similar. Although the sample size varies with 15 respondents from the Swedish survey (12 respondents) to the Finnish survey (27 respondents), it can be assumed that both surveys give reasonably accurate results and provide valuable information for Memorial.

When asked about the opinion on do companies in the mortuary business market enough, in both countries over 50 per cent of the respondents said “Yes”. Approx. 3/4 respondents in both countries said that their company markets enough and the

most common ways of marketing in both countries were having a homepage, having an advertisement in a newspaper and using social media channels like Facebook, Instagram etc. In Sweden despite 3/4 respondents answering that their company markets enough, 67 per cent would like to have more advertising. In Finland 59 per cent of the respondents are happy with the amount of marketing they already have. 54 per cent of the respondents in Sweden would like to advertise more digitally, whereas in Finland that number was 61 per cent.

In both countries the respondents agreed that printed marketing is important in their line of business, with a scale of 1–5 (1 being “not important” and 5 being “very important”) the mean in Sweden being 3.25 and in Finland 3.52. When asked about the importance of digital marketing in this line of business, more people said that digital marketing is important, with the same scale of 1–5 the means were 4.25 in Sweden and 4 in Finland. Most respondents in both countries answered that marketing is more challenging in the mortuary business when compared to other line of businesses’. With a scale of 1–5 (1 being “just as easy” and 5 being “more challenging”) the means were 4.17 in Sweden and 4.41 in Finland.

In Sweden the respondents viewed headstones as the most suitable for marketing with 18 per cent, followed by juridical services with 15 per cent. In Finland funeral planning was viewed as the most suitable product/service to market followed by headstones with 17 per cent.

When the survey started asking about digital marketing in the mortician industry, respondents in both countries had quite similar responses. Approx. 85 per cent in both countries said that digital marketing is important in this line of business, with similarly approx. 50 per cent of the respondents in both countries saying that their company had knowledge for digital marketing. In Sweden 67 per cent said that they wanted to increase the amount of digital marketing, as in Finland the number was 56 per cent. When asked about how they would like to add more digital marketing, in both countries renewing homepage and social media were the top 2 answers. In both countries the respondents stated that digital marketing would ease taking contact to customers as well as services, with 75 per cent in Sweden saying it would ease “A little” or more and in Finland 82 per cent saying it would ease “A little” or more.

When asked about how customers take contact to them, more than half of the respondents in both countries said by visiting the shop or taking contact with phone. From digital communication methods e-mail was the most popular one in both countries after those. The same answers apply in same order in both countries respondent's answers, when asking about how the customer buy products/services from them. Visiting the shop and by telephone are the two most popular methods and e-mail follows them.

From the results it can be seen that in both countries marketing in the mortician industry is seen as an important part of doing business, but it is seen as more difficult to do compared to other line of businesses. Digital surpassing is raising its head and has surpassed printed marketing as the marketing method/tool to use, although both have their pro's and con's and there is no denial in the importance of printed marketing. The next chapter will focus on the results of the survey in Swedish and its meaning to Memorial.

The results from the survey send to Sweden tell Memorial a good message: the thought method of entering through agents in already existing headstone producers/sellers in Sweden and using their marketing methods seems to be a good way to enter. As printed marketing and especially digital marketing are highly regarded as important part of doing business, 67 per cent of the Swedish respondents would like to have more marketing. With 58 per cent having digital marketing and 67 per cent wanting more digital marketing, the creation of www.memoled.se has been a good choice to get more visibility for the product. As that site has been already published, it will not take time/effort from the possible agent to make, only a link to it or telling about the website would be needed. 8/12 respondents in Sweden chose headstones as an eligible product to market that wouldn't cause issues either hopefully, as it is seen as an eligible product to market by the majority of the respondents.

What can be seen from the results of the Finnish questionnaire is that Memorial has done correct choices when thinking about marketing in Finland. Memorial's usage of social media, Facebook in particular is good and some-what active and that combined with the brochures and retailers across Finland provides Memorial a good visibility in the Finnish market. When the company obtains more resources, marketing activities will be improved.

6 CONCLUSION

In the beginning of this thesis the research problem was presented: how to get Memorial and its product, MemoLed headstone, into the Swedish market. The aim of this thesis was to get better knowledge about the target market, Sweden as well as get a clear vision of how the product gets transported to Sweden and what are the ways of marketing the headstone. In order to get better visibility for the product in both Finland and the target market, Sweden, a research questionnaire was made. The research methods used were both quantitative and qualitative research method, quantitative being the main research method. Although a survey is qualitative research method, because of the sample size and all the respondents being from a single line of business, mortuary business to be exact, the main research method was quantitative.

Market research includes an overview of the target country, Sweden, and that single markets desired position of the export location in the beginning: Stockholm. Stockholm was chosen because of its size with surrounding areas (22 per cent of inhabitants in Sweden live in the Stockholm area) as well as its good location to export to from Finland by the Baltic Sea. A previous market study about this subject was conducted by Pekka Saarremaa from PNP Crossing Borders in 2015 and that study was continued in this thesis. Memorial's chosen entry strategy to Sweden was indirect export mode with a logistics partner, PosNord Ltd., as well as using agents in Sweden. Those agents are from the mortuary business, companies who sell/manufacture headstones as a part of their business portfolio. Eight possible agents from the Stockholm area were contacted and three out of them were interested in doing business together with Memorial. PostNord Ltd.'s choosing as the logistics partner was easy because they operate in both Finland and Sweden. With the tools that they provide online for making the necessary paperwork related to exporting the product combined with the fact that the chain of custody of the exported product stays within the same transportation company the whole way all the way to the possible agent in Sweden if not in best case scenario all the way to the cemetery for the mounting. A SWOT analysis as well as using marketing mixes 4 P's as tools were used to get knowledge about the positives and negatives about the exporting pro-

cess as well as the product's strengths and weaknesses in the target market. According to them Memorial is in for a good chance to get their product to Sweden and is in pursuit of obtaining a market proportion in the headstones field. Other good news also strengthen this message, as Memorial has received their first order from Sweden for the MemoLed headstone. In the plan's that headstone will be 60cm wide and 80cm tall, a regular sized headstone in Sweden.

The data collection method was a quantitative research survey sent out to both Finland and Sweden. That was done in order to get data about the marketing activities in both countries in order to get good product and company visibility. The commissioner of this thesis, Memorial, gets all the collected data and uses it for their benefit in entering the Swedish market.

Like mentioned before, the research design in this thesis was a survey. Surveys regarding marketing in both countries, Finland and Sweden, were done in both of the countries native languages to obtain as much responses as possible. The target was set to get around 20 per cent response rate in both countries: from Sweden that rate was disappointing with 9.44 per cent but from Finland the response rate was 23.89 per cent, exceeding the target amount. From Sweden several e-mails were gotten about why this research questionnaire is being sent to them, if the researcher does the research from Finland, even though this situation was talked about in the e-mail with the link to the survey. What was gotten out of those responses in both countries, was that in both market's the companies would like to advertise more, especially with digital marketing. Especially in Sweden the respondents would like to have more digital marketing, and Memorial has it with its own product, the MemoLed headstone. To support this a homepage was created for MemoLed in Sweden, even though Memorial's own homepage can be translated to Sweden. www.memoled.se was created during the research process by the company and like mentioned above, the people from Sweden who ordered the headstone found it by googling about a headstone with lights, and www.memoled.se was first in the search results.

The research shows that most of the time in both countries headstones are being purchased by visiting a brick and mortar store or by calling the company. Despite

that the digital marketing methods are regarded as important tools in both marketing and communication.

6.1 What is needed from a small-sized enterprise for exporting?

This Chapter is aimed to answer for the question that was presented in the beginning of this thesis: “What is needed from a small-sized enterprise for exporting?” It all starts with research, what does the SME want to achieve and what are the means to achieve the set goal. That research should include the following factors, assuming that the decision has been made for the willingness to export:

- Does the company have resources for the project?
- What is the goal in exporting?
- Thorough market research (where to export)
- An analysis of the set market where exporting is hoped to happen
- Customer analysis
- Competitor analysis
- Using market research tools (such as SWOT analysis) to analyze the overall situation
- Export plan (how and with what to export with whom?)

After these questions have been answered, an overall analysis can be made of the situation and the export plan can be adjusted accordingly, regarding the results of the research. It's always better to know what you are jumping into, rather than going in blindly and taking a guess, although that can work as well. Monetary decisions are a key point when doing research; how much money the company needs to put into that research (e.g. using outside resources, such as a re-search company / an intern), and where does that money get put into? If the company is low on resources, being it money, personnel or anything else, the process of starting exporting can be harmed by missing out on openings on the market, because there are not enough resources to complete the needed tasks. In that case managerial perspective and skills plays a huge part: in order to know where the effort and resources need to be put into.

6.2 Suggestion for further research

A possible continuing research work related to this subject could be about digital marketing and/or how do people working in the mortuary business see these new kinds of products that are more and more appearing in the market. The research could specify digital marketing and social media more specifically, as the respondents age in this research was between 37–66 in Sweden and 31–66 in Finland and the digital marketing and social media can be unsure for some people. The further research could be done with the commissioner of this thesis and it could also, like mentioned before, try and get to know what people in this field think about new kind of products. They do have space in the market as that can be seen from the SKA's competition from 2014. This would give more and broader knowledge about the views of this subject from the target market and changes in the export plan could be made, if necessary.

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APPENDICES

APPENDIX 1. Research questionnaire in Swedish

APPENDIX 2. Research questionnaire in Finnish

APPENDIX 1. Research questionnaire in Swedish

Marknadsföring i begravningsbranschen

Med denna undersökning är att ta reda på marknadsföring inom en sektor där det är något mer utmanande än det är inom den kommersiella sektorn. Frågorna gäller marknadsföring genom begravningsbranschen i allmänhet och digital marknadsföring. Den förfrågan utförs anonymt. Resultatet kommer att vara en del i examensarbete.

Symbolen * betyder att frågan är obligatorisk. När du är klar kan du skicka in undersökningen genom att klicka på "Lähetä", vilket betyder "Skicka". Tack.

1. Din kön? *

- En man
 En kvinna

2. Hur gammal är du? *

- Under 25
 25 - 30
 31 - 36
 37 - 42
 43 - 48
 49 - 54
 55 - 60
 61 - 66
 Över 67

3. Vad är din position i företaget?

- En företagare
 En anställd
 Något annat

Frågor om begravningsbranschen och marknadsföring**4. Vad tycker du om marknadsföringen av begravningsbranschen i allmänhet, har begravningsbolagen gjort tillräckligt med marknadsföringen? ***

- Ja
 Nej

5. Har ditt företag tillräckligt med marknaden? *

- Ja
 Nej

6. På vilka olika sätt marknadsför ditt företag? *

Välj ett eller flera alternativ.

- Inte på något sätt
 Annonser i tidning
 Sociala media (Facebook, Instagram osv.)
 Bolagets egen hemsida
 Annonser på någon annan webbplats än företags egen (till exempel en partner eller internetmagasin)
 Något annat, vad?

7. Vill du att ditt företag ska annonsera mer? *

- Ja
 Nej

8. På vilka olika sätt vill du annonsera mer? *

Välj ett eller flera alternativ.

- Inte på något sätt
 Annonser i tidning
 Sociala media (Facebook, Instagram osv.)
 Bolagets egen hemsida
 Annonser på någon annan webbplats än företags egen (till exempel en partner eller internetmagasin)
 En radio
 En tidskrift
 En television
 Något annat, vad?

9. Vad tycker du om vikten av tryckt marknadsföring i begravningsbranschen? *

Välj ett alternativ från 1 -5, 1 vilket betyder "inte viktigt" och 5 betyder "mycket viktigt".

- | | 1 | 2 | 3 | 4 | 5 |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Tryckt marknadsföring | <input type="radio"/> |

10. Vad tycker du om viktigheten av digital marknadsföring i begravningsbranschen? *

Välj ett alternativ från 1 -5, 1 vilket betyder "inte viktigt" och 5 betyder "mycket viktigt".

- | | 1 | 2 | 3 | 4 | 5 |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Digital marknadsföring | <input type="radio"/> |

11. Tror du att marknadsföring är mer utmanande i begravningsbranschen än i andra marknaden? *

Välj ditt svar från 1 -5, 1 vilket betyder "så enkelt" och 5 betyder "mer utmanande".

- | | 1 | 2 | 3 | 4 | 5 |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Utmaningen med marknadsföring | <input type="radio"/> |

12. Vilka produkter och tjänster i begravningsbranschen är enligt av din mening passande för marknadsföring? *

Välj ett eller flera alternativ.

- Ingenting
- Likkista
- Urna
- Gravvård
- Tillbehör (dekorationer, osv.)
- Juridiska tjänster
- Begravningsplanering
- Färdtjänst
- Något annat, vad?

Digital marknadsföring i begravningsbranschen**13. Är digital marknadsföring viktig i begravningsbranschen enligt på din åsikt? ***

- Ja
- Nej

14. Har ditt företag kunskap för digital marknadsföring? *

1. Nej, 2. Kanske 3. Ja

Kunnande av det digital marknadsföring 1 2 3

15. Har ditt företag digital marknadsföring? *

Om du svarade "Ja", fortsatt till fråga 17. Om du svarade "Nej" fortsätter du med nästa fråga.

- Ja
- Nej

16. Varför har ditt företag inte digital marknadsföring?

Välj ett eller flera alternativ.

- Det är inte nödvändigt
- Har inte kunskapen
- Ingen tid / resurser
- Något annat, vad?

17. Vill du ha mer digital marknadsföring? *

- Ja
- Nej

18. Hur vill du ha mer digital marknadsföring? *

Välj ett eller flera alternativ.

- Inte på något sätt
- Genom att skapa hemsida för företaget
- Genom att förnya bolagets befintliga hemsida
- Sociala medier (Facebook, Instagram etc)
- Annonser på någon annan webbplats än företags egen (till exempel en partner eller internetmagasin)
- Något annat, vad?

19. Efter din mening, skulle digital marknadsföring underlätta dina tjänster och ta kontakt med kunderna? *

1. Nej, 2. Kanska, 3. I någon mån, 4. Absolut

	1	2	3	4
Digital marknadsföring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommunikation och kundservice**20. Hur tar kunder kontakt med dig? ***

Välj ett eller flera alternativ.

- Genom att besöka vår butik
- Med telefon
- Med e-post
- Genom företagets hemsida och fylla i ett formulär
- Genom sociala medier (Facebook, Instagram osv.)
- Något annat, vad?

21. Hur köper dina kunder dina produkter / tjänster? *

Välj ett eller flera alternativ.

- Genom att besöka vår butik
- Med telefon
- Med e-post
- Genom sociala medier (Facebook, Instagram osv.)
- Företagets hemsida / webbutik
- Genom företagets hemsida och fylla i ett formulär
- Något annat, vad?

22. Samlar du in feedback från kunderna?

Om ditt svar är "Nej", var vänlig ange varför. Om du svarade "Ja" skulle du berätta hur du samlar in feedback.

Tack så mycket för dina svar.

APPENDIX 2. Research questionnaire in Finnish

Markkinointi hautausalalla

Tällä kyselyllä on tarkoitus selvittää markkinoinnista alalla, jolla se on hieman haastavampaa, kuin yleensä kaupan alalla. Kysymykset koskevat markkinointia hautausalla yleisesti sekä digitaalista markkinointia. Tähdellä * merkityt kysymykset ovat pakollisia.

Kyselyyn vastaaminen vie aikaa n. 5 minuuttia. Kysely suoritetaan nimettömänä. Tämän kyselyn tulokset tulevat olemaan osa opinnäytetyötä.

1. Sukupuoli? *

- Mies
- Nainen

2. Ikä? *

- Alle 25
- 25 - 30
- 31 - 36
- 37 - 42
- 43 - 48
- 49 - 54
- 55 - 60
- 61 - 66
- Yli 67

3. Asema yrityksessä? *

- Yrittäjä
- Työntekijä
- Joku muu

4. Maakunta? *

- Ahvenanmaa
- Etelä-Karjala
- Etelä-Pohjanmaa
- Etelä-Savo
- Kainuu
- Kanta-Häme
- Keski-Pohjanmaa
- Keski-Suomi
- Kymenlaakso
- Lappi
- Pirkanmaa
- Pohjanmaa
- Pohjois-Karjala
- Pohjois-Pohjanmaa
- Pohjois-Savo
- Päijät-Häme
- Satakunta
- Uusimaa
- Varsinais-Suomi

Kysymyksiä markkinoinnista yleisesti hautausalalla

5. Mitä mieltä olet hautausalan markkinoinnista yleisesti, markkinoivatko hautausalan yritykset itseään tarpeeksi? *

- Kyllä
 Ei

6. Markkinoiko teidän yritys tarpeeksi? *

- Kyllä
 Ei

7. Millä eri tavoin teidän yritys markkinoi itseään? *

Valitse yksi tai useampi vaihtoehto.

- Ei kuinkaan
 Lehtimainos (ilmoitus paikallislehdessä tms.)
 Sosiaalinen media (Facebook, Instagram yms.)
 Yrityksen omat nettisivut
 Mainos jollain muulla internetsivulla, kuin yrityksen omalla (esim. yhteistyökumppani tai nettilehti)
 Joku muu, mikä?

8. Haluaisitko, että teidän yritys markkinoisi itseään enemmän? *

- Kyllä
 Ei

9. Millä eri tavoin haluaisit panostaa enemmän markkinointiin? *

Valitse yksi tai useampi vaihtoehto.

- Lehtimainos (ilmoitus paikallislehdessä tms.)
 Sosiaalinen media (Facebook, Instagram yms.)
 Yrityksen omat nettisivut
 Mainos jollain muulla internetsivulla, kuin yrityksen omalla (esim. yhteistyökumppani tai nettilehti)
 Radio
 Aikakauslehti
 Televisio
 Jotenkin muuten, miten?

10. Mitä mieltä olet printtimarkkinoinnin tärkeydestä hautausalalla? *

Valitse vastaus asteikolta 1 - 5, 1 tarkoittaa "ei tärkeää" ja 5 "erittäin tärkeää"

- | | 1 | 2 | 3 | 4 | 5 |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Markkinoinnin tärkeys | <input type="radio"/> |

11. Mitä mieltä olet digitaalisen markkinoinnin tärkeydestä hautausalalla? *

Valitse vastaus asteikolta 1 - 5, 1 tarkoittaa "ei tärkeää" ja 5 "erittäin tärkeää"

- | | 1 | 2 | 3 | 4 | 5 |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Markkinoinnin tärkeys | <input type="radio"/> |

12. Onko markkinointi mielestäsi haastavampaa hautausalalla, kuin muilla aloilla? *

Valitse vastaus asteikolta 1 - 5. 1 tarkoittaa "yhtä helppoa", 5 tarkoittaa "haastavampaa".

	1	2	3	4	5
Markkinoinnin haastavuus	<input type="radio"/>				

13. Mitä hautausalan tuotteita ja palveluita on soveliasta markkinoida teidän mielestä? *

Valitse yksi tai useampi vaihtoehto.

- Ei mitään
- Hauta-arkku
- Hautauurna
- Hautakivi / -muistomerkki
- Lisätarvikkeet (koristeet yms.)
- Juridiset palvelut
- Hautajaisten suunnittelu
- Kuljetuspalvelu
- Joku muu, mikä?

Digitaalinen markkinointi hautausalalla**14. Onko digitaalinen markkinointi teidän mielestänne tärkeää hautausalalla? ***

- Kyllä
- Ei

15. Löytyykö teidän yrityksestä osaamista digitaaliseen markkinointiin? *

1. Ei 2. Ehkä 3. Kyllä

	1	2	3
Digitaalisen markkinoinnin osaaminen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Onko yrityksellänne digitaalista markkinointia? *

Jos vastasit "Kyllä", siirry kysymykseen 18. Jos vastasit "Ei", jatka seuraavaan kysymykseen.

- Kyllä
- Ei

17. Miksi yrityksellänne ei ole digitaalista markkinointia?

Valitse yksi tai useampi.

- Ei koeta tarpeelliseksi
- Ei ole osaamista
- Ei ole aikaa / resursseja
- Joku muu, mikä?

18. Haluaisitteko lisätä digitaalisen markkinoinnin määrää? *

- Kyllä
- Ei

19. Kuinka haluaisitte lisätä digitaalisen markkinoinnin määrää? *

Valitse yksi tai useampi.

- En kuinkaan
- Luomalla yritykselle kotisivut
- Uudistamalla yrityksen kotisivut
- Sosiaalinen media (Facebook, Instagram yms.)
- Mainos jollain muulla internetsivulla, kuin yrityksen omalla (esim. yhteistyökumppani tai nettilehti)
- Jotenkin muuten, miten?

20. Lisäisikö digitaalinen markkinointi teidän mielestänne palveluiden helppoutta ja asiakkaiden lähestymistä? *

1. Ei, 2. Ehkä, 3. Jonkin verran, 4. Ehdottomasti

	1	2	3	4
Digitaalinen markkinointi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommunikointi & Asiakkuus**21. Kuinka asiakkaat ottavat teihin yhteyttä? ***

Valitse yksi tai useampi vaihtoehto.

- Käymällä liikkeessä
- Puhelimella
- Sähköpostilla
- Kotisivujen kautta täyttämällä lomakkeen
- Sosiaalisen median kautta (Facebook, Instagram yms.)
- Jotenkin muuten, miten?

22. Miten asiakkaat ostavat teiltä tuotteita / palveluita? *

Valitse yksi tai useampi vaihtoehto.

- Käymällä liikkeessä
- Puhelimitse
- Sähköpostilla
- Sosiaalisen median kautta (Facebook, Instagram yms.)
- Kotisivuilta / verkkokaupasta
- Kotisivujen kautta täyttämällä lomakkeen
- Jotenkin muuten, miten?

23. Keräättekö asiakkailta palautetta?

Jos vastauksesi oli "Ei", perusteletko lyhyesti. Jos vastasit "Kyllä", kerrotko miten hoidatte palautteen keräämisen.

Kiitos paljon vastauksistasi.