

Marketing Strategy - Finding Results Through Branding, Digital Tools and Segmentation

Case Osa Food Design

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EXAMENSARBETE

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Abstrakt

Syftet med detta arbete är att skapa en marknadsföringsstrategi för Osa Food Design. Osa Food Design är en cateringrestaurang i Tavastehus, och till deras tjänster hör bland annat högklassiga cateringtjänster för större och mindre grupper, privat catering hemma hos kunden, olika skolningar och konsultering. Målsättningen med arbetet är att skapa en omfattande marknadsföringsstrategi, som resulterar i ökad trafik till uppdragsgivarens digitala marknadsföringskanaler, nya kundrelationer samt ökad försäljning.

I detta arbete har jag behandlat varumärken och deras betydelse för marknadsföring, marknadsföringens grunder, olika digitala verktyg samt segmentering och dess betydelse som teori. Dessa ämnesområden är valda för att få en bättre bild av uppdragsgivaren som marknadsföringsobjekt, och för att kunna skapa en så effektiv strategi som möjligt baserat på den informationen. Som empiri valde jag att utföra en kvalitativ undersökning i form av gruppintervju, som är uppbyggd utifrån workshopmetoder.

I arbetet har betydelsen av innehållet i en marknadsföringsstrategi i olika marknadsföringskanaler betonats. Bilder, berättelser och kommentarer ger mervärde för webbsidan och i sociala medier. Osa Food Design har en stark vision av sitt varumärke och en bra produkt, vilket är viktigt att föra fram. Sökmotoroptimering är också en viktig del av strategin, med tanke på att de flesta av finländarna söker information från Internet. Uppdatering av sociala medier skall ha kontinuitet och en röd tråd för att attrahera och intressera konsumenter.

Språk: engelska

sökmotoroptimering

Nyckelord: digital marknadsföring, brand, segmentering,

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Tiivistelmä

Tämän lopputyön tarkoitus on luoda markkinointistrategia Osa Food Designille. Osa Food Design on Hämeenlinnassa sijaitseva catering-ravintola, joka tarjoaa korkealaatuisia catering-palveluja niin isoille kuin pienillekin ryhmille, yksityisiä cateringeja asiakkaan kotona, kokkikouluja sekä konsultointia. Tavoite on luoda kattava markkinointistrategia, joka tuottaa kasvavaa liikennettä yrityksen digitaaliin markkinointikanaviin, luo uusia asiakassuhdeita sekä kasvattaa myyntiä.

Opinnäytetyössä käsitellään brändejä ja niiden merkitystä markkinoinnille, markkinoinnin perustavanlaatuista teoriaa, digitaalisia työkaluja sekä kohdemarkkinan segmentointia ja sen merkitystä. Nämä aihealueet on valittu, jotta toimeksiantajasta pystytään luomaan selkeämpi kuva markkinointikohteena ja jotta strategiasta voidaan luoda niin tehokas kuin mahdollista tämän informaation pohjalta. Työn empiirisenä osana on toteutettu kvalitatiivinen tutkimus ryhmähaastattelun muodossa. Ryhmähaastattelu perustui pääosin erilaisiin workshop-metodeihin.

Osa Food Designin markkinointistrategiassa on korostettu sisällön merkitystä eri markkinointikanavissa. Kuvat, tarinat ja kommentit luovat painoarvoa kotisivulle sekä sosiaalisille medioille. Osa Food Designilla on vahva visio brändistään sekä hyvälaatuinen tuote, mikä on tärkeää saada kuluttajien tietoisuuteen. Hakukoneoptimointi on tärkeä osa strategiaa ottaen huomioon, että suurin osa suomalaisista hakee tietoa Internetin avulla. Strategiassa on korostettu, kuinka tärkeää sosiaalisten medioiden päivittäminen johdonmukaisesti ja jatkuvasti on, jotta se vetää puoleensa ja kiinnostaa kuluttajia.

Kieli: englanti
hakukoneoptimointi

Avainsanat: digitaalinen markkinointi, brändi, segmentointi,

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Abstract

The purpose of this thesis is to create a marketing strategy for Osa Food Design. Osa Food Design is a catering restaurant located in Hämeenlinna, and they offer high-quality catering services to both large and small groups, private catering at customer's home, trainings and consulting. The primary objective for this thesis is to create a comprehensive marketing strategy that will lead to increased traffic on company's digital marketing channels, new customer relationships and increased sales.

This thesis addresses brands and their significance to marketing, the basics of marketing, different digital tools, segmentation and its significance. These areas of information are chosen to create a clear picture of the respondent as a marketing objective, and to create as efficient a strategy as possible based on this information. As the empirical part of the thesis a group interview based on workshop-methods is executed with the respondents.

In the marketing strategy created, the emphasis is on the importance of content on different marketing channels. Pictures, stories and comments create value to the web page and social medias. Osa Food Design possesses a strong vision of their brand and a great product, which is important to get a consumer's awareness. Search engine optimization is also an important part of the strategy, as most of the Finnish population seeks information online. Lastly, updating of social medias shall be consistent and have a red thread to attract and interest consumers.

Language: English
engine optimisation

Key words: digital marketing, brand, segmentation, search

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Appendix 2 - Osa Food Design's brand brief

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1 Introduction

It is fair to say, that truly knowing your brand, your customers and the target market is a key factor and an important base for any kind of marketing. Moreover, to understand and acknowledge the differences between the different segments and the media as well as channels they use might have a significant impact on the company's result both economically and socially. This thesis is made at the request of Osa Food Design, a company offering different catering services, and the purpose of this thesis is to create a comprehensive marketing strategy for Osa Food Design that is adapted for all the different segments of the target market and functions well in the digital field.

1.1 Objectives and Problem

The primary objective for this thesis is to create a digital marketing strategy so functional, that it will conceivably lead to increased traffic on a company's different social media platforms and web page, new customer relationships as well as increased sales. The problems that I am seeking solutions to with this thesis are

1. What does a clear and strong brand consist of and how does it affect the business?
2. How is marketing built and how can digital alternatives be exploited for the benefit of a business?
3. How does segmentation help the designing and execution of marketing?

By finding answers to these issues and implementing the theory to Osa Food Design's operations I will have enough information and material of their business to be able to build a marketing strategy that will correspond with the respondent's needs.

1.2 Methods and Limitations

This thesis is constructed of three main parts; a theoretical part, an empirical part and an analysis. Theory used in this thesis will deal with subjects related to the problems mentioned in the previous chapter. The theoretical part begins with the basics of marketing and brands, and goes through digital marketing and customer relationships. I have also addressed some models suitable for the respondent's operations, such as brand brief and marketing mix.

The problems that I am trying to find answers to are the contents and functions of a brand and its effects on business, how to build a functional marketing and exploit digital alternatives as well as how segmentation can support marketing operations. As the empirical part of the thesis I chose to execute a group interview with the founders of Osa Food Design, Kinnunen and Jänes. A group interview is classified as a qualitative study method and in the book “Case Study Research Methods” (2015), Bill Gillham, a lecturer in psychology, writes that such methods are used to gather and understand the kind of evidence that is rather challenging to convert in to numeric data, hence what people tell the researcher and what they do. Based on this information I evaluated that a qualitative study in the form of a group interview would be the most suitable method for this study. The interview was executed not only as a discussion but also with the help of workshop methods, such as mind-mapping. The interview will be organised 11.10.2018 in the respondent’s premises, Kruununmäly. Analysis is executed as the final part of this thesis and compares theory to the evidence gathered from the qualitative study.

The thesis will be limited to a theoretical level only, which means the it will not go through the practical execution of the marketing strategy. I have also limited the marketing to concentrate on digital alternatives, such as web pages and social medias. These particular theories, models and limitations are chosen based on the respondent’s operations and needs, and limited to optimize the benefit of them.

1.3 Osa Food Design

Osa Food Design is a company driven by two passionate chefs, Aki Kinnunen and Silvar Jänes, both with a long-term experience in the industry. The company was established in October 2015 and serves private customers as well as larger groups and organizations and operates both on national and international level. Their main services are exclusive and high-class catering, cooking classes and “private chef”-type catering in the customers’ homes. The company’s revenue was 250 000€ in 2017. Osa Food Design already possesses an impressive customer base and quite strong brand regardless of the minimal resources they have used in their marketing so far. Some of their customers are for example Atria, to whom they have catered for different events and executed consultation, product design and recipes, as well as Business Finland, Electrolux, Jaguar, Peugeot and Sauvala’s estate to whom they have mainly catered events. In addition, they have organised trainings for the Finnish Defence Forces. The company’s operations are mainly run by Kinnunen and Jänes, but they

also employ chefs and waitresses according to their needs, for example in case of larger events. They have around 30 persons from the industry who they employ when needed.



Picture 1 - A dessert created in training course at Saimaa Vocational College (Osa Food Design)

Osa Food Design is physically located in Kruununmelly, Hämeenlinna in the Southern part of Finland. Kruununmelly is an old mill of great cultural heritage, and it was operating under Häme Castle's control in the 16th century but was likely built already before that. The grain grinded in Kruununmelly was used to feed the war force, prisoners and different estates the Häme Castle owned. Moreover, regular citizens grinded their flours in this very mill during that time. The mill also functioned as an excelsior factory with water power from the 1920s to the 1980s. The mill was rebuilt and expanded in 1860s but was widely damaged twice, first during the same decade and second during 1890s due to fires. After both fires the mill was quickly rebuilt and repaired due to its significance to local production. The production stopped in 1960s in Kruununmelly and the mill was renovated into a restaurant in 2007.



Picture 2 – Kruununmelly (Lehtonen)

2 Theory

This chapter will go through the different parts of theory that are relevant for this thesis. The objective being marketing strategy, this chapter discusses the basics of marketing and brands as well as theory about customer relationships and segmentation. I have chosen these topics for the theory as they consist the pieces needed for the marketing puzzle; what does the company stand for, what are its products or services, who are the customers and how can they be reached. This is the information required to build a functional marketing strategy.

2.1 Marketing

To me, marketing is a phenomenon we run in to every single day. From the moment we wake up to the moment we sit down for breakfast, we have already seen and heard several different forms of marketing through different channels. An advert in the newspaper, a catching song promoting a new product through the radio, a blogger sharing content on his social media pages. Marketing is something that still does not have a prevalent definition, but according to the one approved by American Marketing Association Board of Direction in 2013, marketing is “*the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.*” (American Marketing Association, 2017). As it can be understood, marketing is several different activities in several different forms, targeted to

several different recipients. It is communication between the marketer and the consumer with the aim to create advantages to both parties.

2.2 Brands

A brand is a significant part of marketing and creates a base for different marketing activities. The word brand has a considerable number of different definitions. The Swedish lecturer Tommy Falonius defines brand by following (translated from Swedish): “*A strong brand is a product that succeeds to tie buyer's positive associations to itself. This leads to the customer experiencing that the product is more valuable compared to other similar products. A strong brand means that a customer is ready to pay a higher price for the product, wait for it to be delivered and overlook any occasional flaws or other alike problems*” (2010, p. 16). Falonius also describes a brand as something that exists in our minds and connects to the expectations of the advantages and experiences a product can offer us (p. 16). Good examples of strong, internationally recognized brands are Apple, Coca-Cola, Louis Vuitton and Mercedes Benz (Forbes, 2018). When considering brands on a national level in Finland, strong brands are for example Nokia, Kone, Kesko and Elisa (Brand Finance, 2018). Brand identity is an important part of this topic as it consists of all the physical elements of the brand. In the book “Designing Brand Identity: An Essential Guide for the Whole Branding Team” the author Alina Wheeler writes, that brands identity consists of the elements that can be seen, touched, heard or otherwise sensed. Logos, packaging, design and music are, for example, parts of brand identity. Brand identity is the concrete evidence of the brand and therefore an important part of the whole. Branding, another part of this subject, is a managed and well-planned process of building brand awareness and to increase customer loyalty, in other words bringing the brand into consumers' consciousness. Branding is also taking advantage of every opportunity to convince consumers that one brand is better than any other. (Wheeler, 2011, pp. 4-6)

Why is it important for companies to invest resources in brands and branding? Wheeler states that a brand's primary functions are to help customers to choose from the ever-growing supply of products and services, to represent a certain quality and reassure that the customer has made the right choice as well as increasing the engagement between the customer and the brand (p. 2). From a company's point of view, having a clear, planned and managed brand makes it easier to sell the product and moreover easier for customers to buy it. The brand and its equity, in other words value, is one of the greatest assets to a company and

worth investing in to. The creation and development of a brand is a process that takes time and effort, but will be beneficial for the company when managed right.

2.2.1 Strong brands

As established, having a brand is vital to any business. Developing and growing the brand with time is essential, and in this chapter I will go through the key elements to aim for during this process. A strong brand consists of four key elements, according to David A. Aaker, one of the most well-known experts in branding. These elements are brand name awareness, brand loyalty, perceived quality and brand associations. **Brand name awareness** refers to how well a brand is present in the consumer's minds, for example how well a brand is remembered or recognized by customers. As it will be established in chapter 2.5, **loyal** customers can be expected to bring profit to the company in the future, and a brand with a loyal customer base is for that reason more valuable. **Perceived quality** is the level of quality the brand wants customers to experience and expect from the product. Apple is a great example of this; their mobile phones are experienced as high-class and trendy even though their technological level is not in the same compared to Huawei's and Samsung's mobile phones (Beavis, 2018). A strong brand is supported greatly with the **associations** customers make with the brand. These can for example be brand attributes (see chapter 2.2.2), specific symbols or celebrity associations which makes them manageable; a company can plan what they want to stand for and build their brand identity based on that. (Aaker, 1997)



Figure 1 – Key elements of a strong brand

2.2.2 Brand brief

Wheeler presents a model called brand brief, that has been recognised as one of the most influential tools in brand development. Brand brief is a document with 12 fundamental elements describing a company's core values and objectives. Wheeler states that “many

entrepreneurial companies have visionaries who walk around with this information in their heads; getting it on paper helps anyone who has the responsibility to execute the vision" (p. 138). The purpose of brand brief is to make it clear for both internal and external target groups what the company represents and why it does exist. When these different elements of the company are established and updated, it is easier to start building a strategy for the brand development process. (Wheeler, 2011)

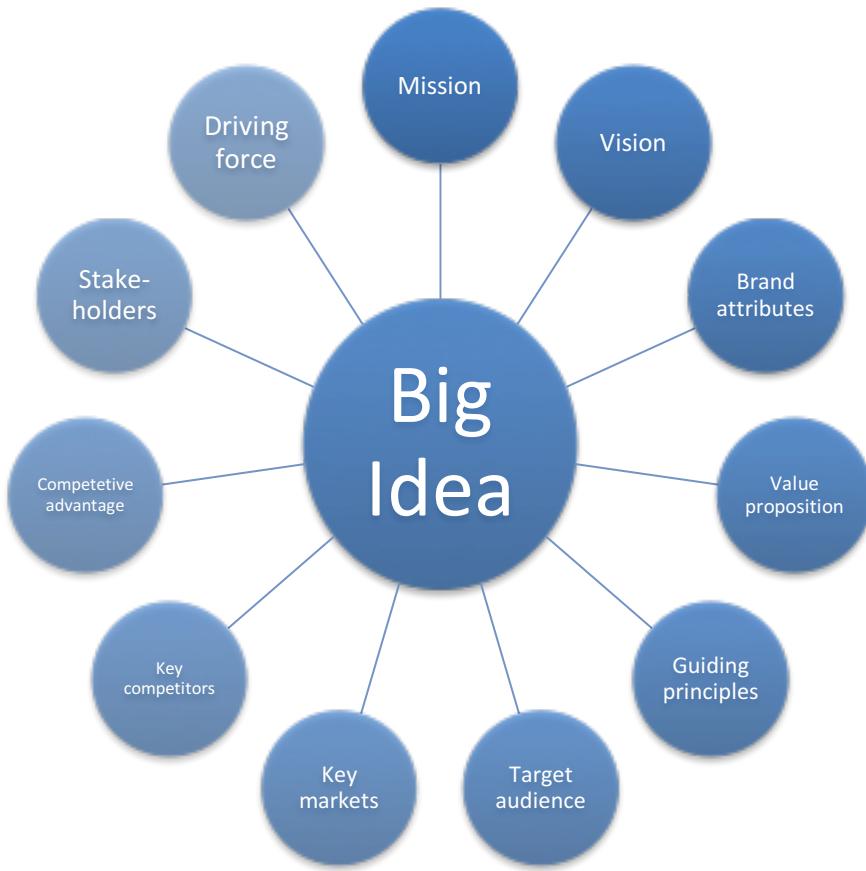


Figure 2 - Brand brief elements by Wheeler

All the elements of brand brief are presented in Figure 2. **Mission** describes company's purpose and identifies its goals in practice, in other words what the company does. **Vision** is more of a description of the long-term dream the company pursues, what the company wants to become. If we take a clothing company Patagonia as an example, their mission is to "build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis" and vision is "A love of wild and beautiful places demands participation in the fight to save them, and to help reverse the steep decline in the overall environmental health of our planet". Here we can see a clear difference between a mission and a vision. (Skrabanek, 2018)

According to Wheeler, **the big idea** is the “*organisational totem pole around which strategy, behaviour, actions, and communications are aligned*” (2011, p. 16). It is often a short, simply worded statement that internally functions as a tool for distinctive culture and externally as a competitive advantage, something that makes the customer recognize the product. An example of this is for example Coca-Colas “Happiness in a bottle”-statement (Wheeler, 2011). **Brand attributes** are basically adjectives that describe the company and its brand. The aim of these adjectives is to differentiate the company from competitors and make it easier for the company to focus on the right attributes. Attributes can also be thought as analogies, such as if the company would be a celebrity or an animal, what would it be? (Distill, 2018).

Company’s **value proposition** is a statement of the benefits the brand can offer, that also deliver value to the customer, according to Aaker. He also states, that “an effective value proposition should lead to a brand-customer-relationship and drive purchase decisions” (p. 95). Value propositions can be different benefits on functional level (Volvo is a safe car, Elovena provides nutritional breakfast options), emotional level (important when at Osuuspankki, energetic when drinking Battery) and self-expressive level (trendy by wearing Zara, sophisticated by using Dior’s beauty products). (Aaker, 1997)

Target audience is a demographic of consumers that are most likely to be interested of a company’s products and have a need for them. Target audiences are often found through different researches and can be for example females aged 25-35, retired males who golf or pet owners in Turku area. **Key markets** are the different markets that can broaden company’s market position and where target audiences position themselves to. For example, a key market for a vegan restaurant can be the city it is located or people who value vegan food. **Key competitors** are other companies with the same kind of products who have the same target audience. These companies have the highest chance of gaining potential customers from the market.

Competitive advantages are those values a company can offer to a customer that makes it superior to its competitors. These values can be for example lower prices compared to the overall market or a higher price but the value is delivered in some other form (for example on self-expressive level). For example, McDonald’s food is cheaper compared to other restaurants on the market so it is sold in quantities. Friends & Brgrs, a Finnish restaurant with three different locations, also offers hamburgers and fries and is more expensive but it

delivers value on emotional level (the food tastes better, the restaurant feels nicer) or self-expressive level (the place is trendy). (BusinessDictionary, 2018)

Stakeholders are the internal and external parties that are included in the brands interest group. Examples of the internal parties are employees, distributors, suppliers and shareholders. Examples of the external parties are competitors, customers, media, public, industry experts, financial community and government regulators. By researching these stakeholders, it is easier to plan the branding process, such as positioning and tone of the brand messages. (Wheeler, 2011, p. 9)

Driving Force describes the motivation taking the company forward. Mission, as stated, consists of company's purpose and its goals and driving force is what pushes the company in that direction. Driving force can for example be the will to find better solutions to a certain problem, the will to serve high-quality service or to reach a certain revenue. **Guiding principles** are the company's values that direct their every-day operations. If the driving force is what pushes the company forward, guiding principles defines how the company shall be pushed. Guiding principles are often determined by the company's values.

The process of implementing a brand brief and other planned developments can take time and resources, depending on several different factors; size of the company, complexity of business, type of market (national, international, global), required research, decision making process etc. (Wheeler, 2011, p. 104). Important in this process is to plan it carefully, manage it with a clear vision of the future and going through all the steps patiently. (Wheeler, 2011)

2.3 Marketing mix

A clear idea of the company's brand and its different elements create an excellent base for marketing. These ideas, when established and written down, naturally create the messages the company wants to send out with marketing. In this chapter, with the support of Marketing Mix, I will go through what marketing consists of. I have chosen this model because it gives a clear, straightforward picture of the different aspects to be considered in marketing.

Marketing mix is considered to be one of the foundational theories for marketing. The theory was created already between the 1940s and 1950s and started as a long list including 12 different components to be considered in marketing, and it was aimed mainly to manufacturers. Jonathan Groucutt states in his book "Foundations of Marketing" (2005), that is was E. Jerome McCarthy who then developed the 4P's of Marketing Mix in the 1960s;

product, place, promotion and placement. His definition for the marketing mix in 1965 was following: “*A combination of all factors at a marketing manager’s command to satisfy the target market*” (p. 158) These four components are yet widely used in the modern-day marketing, though with some extents. (Groucutt, 2005)

Later, as the overall market developed and created new forms, there were some problems found in McCarthy’s 4P theory and the limitations to it. The four components did not relate to all the different dimensions of the market anymore, for example different kind of services, as it was highly concentrated to product-oriented marketing. Several other extensions were made to this theory, but only three of them by Booms and Birtner in the 1980s have been suggested as the most influential. The extensions to product, place, promotion and placement were participants, physical evidence and process. (Groucutt, 2005)



Figure 3 - Marketing Mix

Leon Michael Caesarius and Jukka Hohenthal describe these different components in their book. First component of the marketing mix is “Product”. It describes the physical product, also referred to goods, or the non-physical product, for example a service, that is created to satisfy the needs of a customer. This title also includes the design, packaging, label and other services related to it. “Place” describes the positioning and distribution of the product into the right places so that it is easy for potential customers to find it. “Promotion” is widely communication with customers and convincing them to not only buy this certain product once, but also buy it again in the future and even recommend it to their friends. Public

relations, PR, is a big part of this component. “Price” describes the amount of money a customer pays to get the product and service. Pricing the product so that it is in a good relation to the target groups buying power is very important and is often determined not only by the seller but also by the market. (Caesarius & Hohenthal, 2016)

“Participants” describes the different parties involved with the company. For example, suppliers, employees and customer are part of this component. “Physical evidence” includes the concrete aspects of the product or service and its delivery. For example, in a restaurant the physicality includes the positioning of the tables, the location of the toilets, how comfortable the chairs are and so on. “Process” is the collection of activities included in the delivering of the product. This process can be seen for example in a supermarket; how a customer finds what he needs, how does he find the tills and how effectively the tills work. It all has much to do with customer satisfaction. (Groucott, 2005)

These are the fundamental components of marketing that should be taken into consideration when building the marketing and its contents. The Marketing Mix gives an extensive overlook to these components of marketing and supports the planning and creation of it, regardless of the objective of marketing or the used channels, which makes it an efficient tool for any kind of businesses.

2.4 Digital Marketing

To reach a desired target group it is important to be aware of the different ways to execute marketing. There is a variety of different options, the traditional alternatives being newspapers, magazines, radio, television, leaflets and posters and the more modern alternatives being social medias such as Facebook, Twitter and Instagram, and advertisements on different webpages, banners, blogs, applications etc. Digitalization and the rise of social medias in the 21st century has enabled marketers to reach large audiences not only fast, but also cost-effectively, and this thesis will focus on these online digital options. In this chapter, I will go through content marketing, social media marketing and search engine optimization as they help me find solutions to my issues and they are the key areas when considering the marketing strategy. Furthermore, these areas are the most beneficial for the respondent’s operations.

Caesarius and Hohenthal state in their book that consumers purchasing decision is highly influenced of information found digitally from the Internet. (p. 36) Consumers use more actively different search engines and other digital tools to find information about products

and services, to compare them and to read reviews from other consumers. It is essential for companies to invest resources in digital marketing and interesting content to be able to retain their market position, otherwise the chances for the company to find new customers and stay profitable might be considerably small. (Caesarius & Hohenthal, 2016)

Age	Uses internet daily or almost daily	Buys goods and services on the internet	Uses internet to find information about goods and services
25-34	99 %	78 %	97 %
35-44	97 %	74 %	91 %
45-54	93 %	66 %	91 %
% of the Finnish population			

Table 1 - The usage of Internet in Finland in 2017 (Tilastokeskus, 2017)

As statistics show in Table 1, in average 96% of the Finnish population aged between 25 and 54 uses internet daily or almost daily. A clear majority of the population in this age group uses Internet to buy products and services. Moreover, Internet is widely used to find information; 97% of the population aged 25-34 and 91% of the population aged 35-54 use it as their primary source. It is also studied that six out of ten people in the age of 16 to 89 are following social medias, excluding online news, blogs and forums (Tilastokeskus, 2017). Based on these statistics it can be established that internet is an important place to be and create content to as is it one of the most used sources of information for consumers. (Tilastokeskus, 2017)

Benefits of digital marketing are rather straightforward; a large audience can be reached quickly and cost-effectively compared to other marketing strategies. Digital marketing is also easier to adapt and target to specific segments and can by that means create customer value for the company and lead to loyal customer relationships. The effect and profitability of online digital marketing is also easier to measure and analyse as most of the tools used in digital marketing create and provide this data automatically. It is to be mentioned that even though digital marketing possesses a great significance in the modern-day marketing operations, are traditional methods such as television, radio and magazines still relevant and functional when adapted to the right purpose. (Standberry, 2017)

2.4.1 Content marketing

As it is established in the previous chapter, it is important for companies to exist in the digital marketing field, furthermore in the Internet, for more consumers to find them and to make

the marketing as efficient as possible. However, in today's world existing is not enough anymore; consumers are looking for education, entertainment and value of some kind from brands Internet channels. This need is often satisfied with a method called content marketing. Content Marketing Institute defines the concept by following definition: "*Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action*" (Content Marketing Institute, 2018). When it comes to this type of marketing, the emphasis is strongly on the adjectives valuable and relevant, as that is what consumers are expecting to see. According to Content Marketing Institute, the reason content marketing is executed is that it increases sales, saves costs and leads to better and loyal customers (Content Marketing Institute, 2018). In practice, content marketing is delivering information not only about the company's products and services, but also other relevant information that can create value to consumers. The content can be of any topic and then linked to the actual product or service. It can be delivered in several different forms; blogs, e-books, forums, news, updates, images, videos and so on. The form of the content depends greatly on the product or service marketed and of the individual behind the process. (Gogoi, 2014).

One of the most distinguish of examples of content marketing is the well-known manufacturer of machinery John Deere's magazine "The Furrow" that was first printed in 1895. The magazine was not about John Deere and the company's products, rather about educational articles and information of related issues in agriculture and other subjects created for John Deere's target group. John Deere was offering solutions and interesting content to farmers' problems, creating value to the readers. Today, The Furrow is published in several countries around the world and is continuously featuring similar articles as over 100 years ago. This is a great example of content marketing, and what makes it special is the fact that it was executed already in the late 19th-century without any modern resources. (Sankar, 2017)

One way of executing content marketing is storytelling. Creating a story around the company and the product or service provided can have a great impact on consumer's interest and even purchase decision. Janis Forman writes that creating a story has the sense-making power of making the company memorable and compelling for the consumer. Additionally, Forman writes that "*stories are important because people want interaction and engagement rather than being "broadcast" or lectured to*" (p. 6). This can be seen, for example, when a company shares a story of a satisfied customer. Consumers tend to trust their peers rather than large organisations and an authentic, well-told story can bring customers closer to the

purchasing experience and even create a feeling that the company cares, values and embraces its customers. (Forman, 2013)

There are several different strategies to execute content marketing, but what they have in common is that the content shall be adapted to the target segment. From the way it is constructed to the format and the channel it is distributed through, the content has to address the receiver and create value to him. Adapting the content also increases customer satisfaction and can lead not only to new but also to longer customer relationships. That is why it is important to truly know the target market and the different segments of it (more about this subject in the chapter 2.6). Listening to the target market and finding out what they are after can possibly support the creation of the content and make the process easier. This can be done by several different researches on different levels, such as marketing research and keyword analysis. (Odden, 2012)

2.4.2 Social media marketing

Social media is among the most used online platforms for companies and consumers. Social media is a place for communication, distribution, education, entertainment and much more. When it comes to marketing, social media has undisputable benefits, some of them already mentioned in chapter 2.4, as low costs since most of the channels offer basic functions free of charge. Ease of real-time communication and engagement with possible customers is also a great advantage bringing a company closer to its customers and vice versa. Moreover, the possibility of visible presence for the company is a great benefit as it allows a company to present its assets in several different ways, in several different arenas (Coles, 2015, p. 5). However, looking critically at social media marketing it does create some disadvantages. Real-time communication has for example created an expectation among consumers that the company should reply or react to their request or questions without delay. For many companies this is the baseline and objective, which might be difficult to execute in practice. This easily creates a negative picture for the consumer. Visible presence is also a positive feature in social media, but can lead to serious consequences in case of an error in marketing messages or contents. A simple mistake can be seen by large audiences in a matter of seconds and not correcting this error in time can lead to substantial negative results.

Furthermore, social media has transferred marketing communication from one-way, ‘company-to-consumer’-communication, to two-way communication. The communication has developed to become more customer-centred, and transformed passive consumers to

active participants, who are engaged in marketing and are actively seeking after content to satisfy their needs. Marketing messages are now targeted to smaller segments and consumers are able to respond to these messages, through whichever channel or method suits them best. Consumers can for example share a post on Facebook, like a picture on Instagram, comment an action on LinkedIn and even message the company directly. Social media and the diversity of it gives control to the consumers over the options of where, how, when and why consumers want to consume marketing messages. Meghan Mahoney and Tang Tang write in their book “Strategic Social Media: From Marketing to Social Change” (2017), that “*each individual user consumes social media messages for reasons that are unique, yet specific to the context and life situation*” (p. 82). It is important for companies to understand this and furthermore what affects this behaviour. Such elements can be demographics like age, gender, income, profession, various attitudes, current mood and different motivators. In practice this means that companies need to study their target market and their behaviour in social media to be able to use the right channels to promote the right kind of content, that will satisfy the target market’s needs. (Mahoney & Tang, 2017)

According to the research completed by DNA in 2017, the four most used social media channels in Finland were Youtube, Facebook, WhatsApp and Instagram. 88% of the Finnish population use Youtube, 82% use Facebook, 70% use WhatsApp and 46% use Instagram (DNA, 2017). Based on these statistics, it can be established that most of the Finnish population exists and actively spends time on these social media platforms. The most beneficial channels for a company can be identified by looking at different elements in the channels, such as the purpose of use. Youtube is mainly used to publish and view video material for entertainment purposes, whereas Facebook is used to communicating and interacting with other users, expressing opinions and thoughts by sharing content and finding information. WhatsApp is used for communication purposes between users and Instagram for sharing, viewing and finding visual material for entertainment, communicating and following brands and companies (AudienceProject, 2016). By looking at this and several other elements and connecting them to the target market the most profitable and beneficial channels can be identified.

2.4.3 Search Engine Optimization (SEO)

Some of the most used tools to connect consumers to the content in the modern society are different search engines. As established in chapter 2.4, over 90% of consumers use Internet as their main source for information. Every search engine, such as Google, Yahoo and Bing

rank their search results, such as web pages, videos and other content, by the relevance to the user and list them in this order to their result page. A subcategory of digital marketing, search engine optimization (SEO), is a process of optimizing webpages to rank high in these organic, non-paid, results for certain keywords. Ranking high in the search result will automatically lead more search engine users to see and visit the page which summarises the purpose of SEO; improving search engine rankings, gaining more visibility and leading traffic to webpages.

Search engines create their search results based on algorithms. These algorithms take different components of a web page into consideration; words, titles, links and reputation, and rank the results based on that. SEO is an important and beneficial tool in digital marketing and has developed a great deal during the years. As the search engines have advanced and made the algorithms more complex, a lot of companies outsource their SEO processes to reach the best results. (Search Engine Land, 2011)

2.5 Customer relationships

The primary objective for marketing is often the creation of new customer relationships. These new relationships are created with different activities and tools described in the previous chapters; brands, digital marketing, content marketing, SEO and so on. But it is also vital for a company to nurture the existing relationships. Philip Kotler, a well-known author and expert in marketing and business, states that in today's consensus it is not the new customer relationships that are important, it is keeping and growing the existing ones (p. 121). A Ford executive once stated that "*If we're not customer driven, our cars won't be either*" (Kotler, 1999, p. 121) and that is a rather accurate description of the importance of customer relationships in marketing and business over all. It is commonly understood that no matter of the nature of the company, its greatest competitive advantage will always be its customer base. The more a company has profitable, long-term customers, the stronger it will grow.

Customer relationships as a subject includes several different aspects, such as how the relationship between the customer and the company is created, how are the existing customers maintained satisfied and loyal and how to keep these required activities profitable. These actions together are often called Customer Relationship Management (CRM). As stated, the modern consensus is that it is far more important to take care and nourish the existing relationships than creating new ones. This is based on profitability. The process of

losing an existing customer and the future profit from him, finding and attracting a new customer and creating a good relationship with him does not only take time but also money (Kotler, 1999). It is simply cheaper for a company to maintain the current relationships than to lose them. Other primary reason for CRM is the fact, that every single customer wants to be personally and individually served regardless of their age, gender, race, origins or any other factor (Peppers, et al., 2016). If a company can deliver this to a customer, the customer will most likely return to them in the future.

There are many ways to manage customer relationships. Some companies, especially larger organizations, execute their CRM through software or other technological solutions to track down information and data about their customers (2016). Others like to execute it on a more operational level. There are no suggestions that one would be better than the other. Indeed, a company needs to find the most suitable process for their own operations. *"In order for a firm to build customer value through managed relationships and best-practice customer experiences, the company must identify customers, differentiate them, interact with them, and customize some aspect of its behavior toward them."* (Peppers, et al., 2016, p. 71). This is a description of the building blocks of IDIC-process developed for CRM. IDIC stands for identifying, differentiating, interacting and customizing.



Figure 4 - The IDIC-process

To truly create a lasting and profitable relationship with a customer, a company must be able to recognize and identify him when he returns. Whether it is in person, online, through an app, with identification it is realistically possible for the company to offer the right services in the right way, just as the customer prefers it. Differentiating the customers and understanding the individual wants and needs enables the company to focus on the most valuable customers and investing more resources in to those individuals. It is also easier to implement customer-specific strategies when the customers are differentiated. Interacting is a big part of the customer relationship and is described well by Peppers et. al.; *"Effective customer interactions provide better insight into a customer's needs and don't waste a customer's time by asking the same question more than once, even in different parts of the*

organization" (p. 80). Customers experience with the company can be made more pleasant by customizing the service based on his preferences, needs and values. Adapting some aspects of the operation towards customer, such as the format and timing of invoice, can make customers life little easier. (Peppers, et al., 2016)

2.6 Segmentation

In the modern consumer market, it can be established that traditional mass marketing is no longer the most effective way of finding new customers and gaining profit from your marketing expenses. Today, consumers have a vast amount of options to choose from, regardless of the product or service, and they are ever more conscious about their consuming habits. This leads to differentiation in the consumer market, and for marketing to be effective and beneficial, it needs to be targeted to these niche groups. Evelyn Ehrlich and Duke Fanelli presented an example of this in their book "Financial Services Marketing Handbook: Tactics and Techniques That Produce Results" regarding Super Bowl, one of the most well-known American football championship in the United States of America. Not only does airtime cost several millions of dollars during this event, companies often invest a lot of money in creation of the advert that will be displayed. Approximately 110 million viewers watch the Super Bowl from their television which means that aired advertisements do reach a great deal of consumers, but only a fraction of those belongs to the company's target market. This means that the profit gained from the advertisements in relation to the costs of it is relatively small. If the same amount of money would have been used to dividing the target market and adapting the content according to the segments, the return of the investment would also have been remarkably higher. (Ehrlich & Fanelli, 2008)

To execute this kind of differentiation, the target market is in most of the cases segmented. Segmentation is a customer-driven marketing tool that divides the target market to several smaller niche groups depending on such facts as age, gender, interests, marital status, income level et cetera. It has been found to be one of the most effective tools in creation of marketing strategy, as it makes it easier to focus on the most profitable segments with the same purchase behaviour. Segmentation makes it also easier to identify the best media and channels as well as creating the right kind of content for different campaigns. Creating a right kind of message and delivering it through the right channels has most likely higher chance to receive better response. Target market can be segmented in several different ways, for example according to demographic, geographic, life-cycle, product, lifestyle and customer-value. I chose these

segments as they are the most suitable for Osa Food Designs operations. (Ehrlich & Fanelli, 2008)

Demographic segmentation means that the target market is divided by different measurable or observable characteristics. These characteristics can be for example age, gender, race, religion, marital status, income level, professional status, education level and so on (Ehrlich & Fanelli, 2008, p. 24). Another measurable type of segmentation is geographic. It means segmenting the target market according to the geographical regions where potential customers exist. Geographical segmentation can also apply to different sales territories and classifying different areas by their potential market (neighbourhood, rural versus urban etc.) These types of segmentation are most commonly used as their characteristics are rather easy to pursue.

Life-cycle segmentation means that the target market is differentiated according to their current or future phase in life. For example, graduates are most likely to be seeking work and young married couples are likely to purchase their first house or apartment. The disadvantage of this is that the information needed can be difficult to find. Information about couples who have purchased a home could be easy to access yet information about couples considering of purchasing a home can be more difficult to find. Product segmentation means segmenting the target market according to consumer's ability and interest to purchase a product. Vegans are most likely not interested in purchasing new food products containing meat and graduates who are in the beginning of their working life are most likely not able to purchase a Rolex-watch. (Ehrlich & Fanelli, 2008)

As the previous types of segmentations are objective, the two following types, lifestyle and customer-value, are more psychological. The psychological segmentation is also important because two consumers who are identical in objective sense, with income level, number of children, marital status and so on, can have utterly different values and preferences that affect their behaviour and attitude as consumers. These characteristics can be harder to measure but can offer significant information about the target market. Lifestyle segmentation means identifying a certain group with similarities of interest, attitudes and activities. People included in to these segments often live in the same neighbourhood and shop at the same grocery stores and read same magazines. Ehrlich and Fanelli write about the different tools used to this kind of segmentation and the results by following: "*The tools that are used to group customers and prospects into attitude and behavioral segments include cross-tabulation analysis, data mining, predictive modeling, cluster analysis, and other statistical*

techniques. The resulting variables have many names, including psychographics, behavioral models, values-based analysis, and lifestyle analysis” (p. 27). Consumer-value segmentation means segmenting the customers based on the potential value they deliver to the company. This information is often a combination of the psychographic characteristics (lifestyle) and profitability data and together they give valuable insights to their customers. This segmentation makes it easier for the company to target new prospects who resemble their current, profitable customers, moreover to retain and up-sell the current customers more effectively. (Ehrlich & Fanelli, 2008)

3 The qualitative study

To revise, the primary objective for this thesis is to create a marketing strategy for Osa Food Design. I have found solutions for the creation of the strategy on a theoretical level and in order to create a functional marketing strategy, I need to implement this information to Osa Food Designs operations. I chose to execute a group interview that was mainly based on workshop methods, as I wanted to not only find in depth information about Osa Food Design, but also to create an interactive situation where the respondents get to address the subjects from their point of view with my help and guidance. Different workshop methods are often used by agencies and consults and offer several benefits, such as better communication and commitment among the participants (Target Management, 2011), higher motivation and interest as well as better flexibility. Disadvantages of workshop methods can be the lack of time to cover all the essential areas, ranging skills in one group and handling large groups (American Chemical Society, 1998).

I evaluated that the group interview will be more interesting and beneficial for both parties if the information is worked out together with the help of these methods. I chose mind mapping as my primary method, and it was used in tasks one and three (chapters 3.1.1 and 3.1.3). Mind mapping is a simple tool that is used to analyse, generate, address and revise new or existing ideas. It avoids linear thinking and embraces creativity and new ideas and most importantly structures this information (Passuello, 2007), which made it an efficient alternative for my purposes. Furthermore, I used traditional interview techniques and open discussion as my other methods in the workshop.

My internal objectives for this empirical part was to find out in depth information about three areas; Osa Food Designs brand, their marketing knowledge and goals as well as the segmentation of their current and future customers. These three areas determined the content

of the workshop. In terms of their brand, I wanted to know what Osa Food Design's brand consists of and what it stands for, as well as the state of it. This information will give me the opportunity to build the marketing strategy on a solid base that supports company's mission, vision, values and other key elements. When it comes to marketing objectives, I wanted to know what they have done so far and how they position themselves towards different marketing techniques and channels. With this information, I can establish the future possibilities for Osa Food Design's marketing from the company's point of view, in terms of resources, attitudes and desires. About segmentation, I wanted the respondents to segment their customers to create clear groups of the target market, which will provide me with a clear picture of their services and customer groups and the information required to create the right kind of marketing messages and content as well as channels to distribute them through. As external purpose and objectives, I wanted the respondents to understand what marketing consists of and how it affects the business, as well as to understand what activities are essential for marketing. One of the objectives was even the respondents being able to use some of the tools independently in the future.

3.1 Workshop

In this chapter I will go through the different parts of the qualitative study and the results of each part. These results will be analysed later in chapter 4. The workshop was organised 11.10.2018 in the respondent's premise Kruununmelly, in Hämeenlinna. There were two participants in the workshop, Kinnunen and Jänes. The workshop was executed with the help of a digital presentation and three specific areas of information, each followed by different tasks. The comprehensive content and arrangement of the workshop can be seen in Appendix 1. The content was chosen to meet my internal and external objectives for the workshop, stated in the previous chapter. I started the workshop by presenting the timetable and contents of the workshop, as well as the purpose and objectives. Next, we discussed together what marketing means to Kinnunen and Jänes as well as how it can be defined. After that I clarified the definition of marketing created by American Marketing Association (see chapter 2.1). After the introduction, we moved on to the three tasks that are described in the following chapters.

3.1.1 Task 1 – Brand

The first area of information we addressed was brands. I presented what a brand is and what its primary functions are, as well as why a strong brand is important. We went through the

four elements of a strong brand and moved on to the brand brief-model. Brand brief (see Chapter 2.2.2) is a tool used both in creation of a new brand or re-evaluating an existing one, and would be suitable for Osa Food Design for that reason. Osa Food Design possesses a brand of some level and brand brief as a tool that could help the respondent to clarify and evaluate the existing brand. It will also provide significant information for the creation of the marketing strategy. A brand brief model in the form of a mind map was prepared in advance so that Kinnunen and Jänes could go through each of the 12 elements with Post-It-notes. The elements were divided into three groups so that they would be easier for the participants to perceive. Mission, vision, brand attributes and guiding principles were the first group, value proposition, driving force and competitive advantage the second and target audience, stakeholders, key markets and key competitors were the third. The model we accomplished in the workshop can be seen in Picture 3 and the results have been defined in Appendix 2.



Picture 3 - Brand brief model created by the respondents

It can be established that Osa Food Designs brand is highly built on expertise and high quality as well as customer oriented operations. They want to be the most valued catering restaurant in Hämeenlinna, create even larger entireties and bring more customers to Kruununmelly while retaining the certain level of quality throughout this development. Their brand attributes consist of such adjectives as flexible, trustworthy, interesting, unique. Forest and environmental friendly operations are a significant part of their guiding principles, as well as locality and high quality components. Osa Food Design's value propositions are, as already stated, expertise, flexibility, listening of the customer, quality,

elegance and environmental friendly operations. These also partly create their competitive advantages, when added the premise, Kruununmelly and competitive pricing in relation to the delivered quality. Kinnunen and Jänes listed quality-conscious consumers as their target audience and occasional employees and some key persons as their stakeholders. These key persons are for example contacts who have brought new customers to Osa Food Design. Key markets for the company are weddings and catering for both private consumers and companies. Identifying key competitors was challenging as they offer their catering services on such level that are not available elsewhere in Hämeenlinna, however Vanajanlinna can be seen as a competitor geographically, as they also offer a venue and catering for weddings in the same area. When looking on a national level, Olo Catering located in Helsinki is another competitor as they also offer high-class catering to similar events as Osa Food Design.

3.1.2 Task 2 – Marketing

The second area of information was the Marketing Mix. This part followed the same pattern as the previous, I went through what the Marketing Mix is (see chapter 2.3) and how it is used. I had planned that we would adapt the Marketing Mix model to Osa Food Design's operations. However, I noticed that this model was difficult to implement to Osa Food Design's operations, as they work flexibly and adapt their services to the needs of the customer. This made it difficult to differentiate a clear product, a clear price and a clear place since they can execute these things in a variety of ways. However, one thing that we could clearly concentrate on was promotion, which is communication with the customers. We executed this task in the form of an open discussion, as it was the most natural way to clarify their attitudes and positioning towards marketing.

So far most of the clients have originated from contacts and previous clients turned into ambassadors, so in that sense marketing has not played a major role in Osa Food Design's operations. Kinnunen and Jänes both agreed that marketing and communication for them is just something to be done and they lack interest and knowledge to get it done the right way, especially when their business basically runs without it. Osa Food Design possesses a web page, an Instagram-page and a Facebook-page. During this discussion, it also appeared that Osa Food Design is not available for search engines, so in case a consumer searches for catering in Kanta-Häme's region from a digital search engine, Osa Food Design does not appear in the results. They highlighted their vision of getting more customers to their own premises, as their catering business has so far serviced most of the customers outside of it.

Kruununmelly is a great location and they would like to gain more customers and recognisability to it as it is obviously easier for them to cater for any kind of customers in their own premises and kitchen. The respondents noted that in most cases they have access to visual material of the events they have catered through the customers that could work well in marketing. When it comes to marketing, both Kinnunen and Jänes understood the importance of online digital marketing and the different relevant areas of it; their webpage and social medias as well as search engine optimization (SEO). Kinnunen and Jänes were open to the possibility of outsourcing their marketing to make it more effective.

3.1.3 Task 3 - Segmentation

As a third and final area, we discussed segmentation. I presented what segmentation is and why is it done as well as different ways to put it into practice. The different segmentations that I presented were demographic, geographic, life-cycle, product, lifestyle and customer-value-segmentations. After the theoretical part Kinnunen and Jänes started working with task number three that was differentiating their target group. The idea of this task was to create concrete groups of the target market and create a mind map out of them. First I asked them what brings most of the money to the company both now and in the future. They listed three different main groups; private caterings, catering for companies and caterings at Kruununmelly. They also listed marketing events as one source of income but it is a concept still under planning, so we excluded it from segmentation and concentrated us into the three previous ones. We started dividing these three groups into smaller and smaller groups after which I explained the differences of these segments. Marketing a wedding catering in Kruununmelly for example, compared to marketing a wedding catering delivered to the customer can differ a great deal and need different kinds of emphasis on the messages and content among other things.

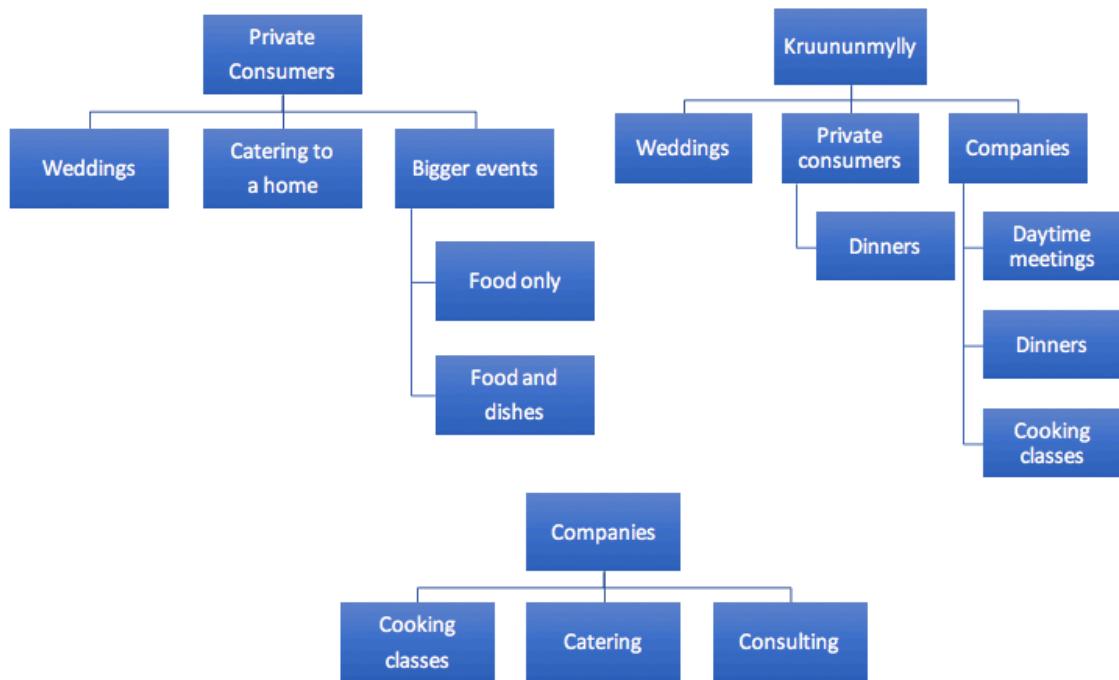


Figure 5 - Osa Food Design's customer groups

As the respondents had described their desire to gain more customers to Kruununmelly, I decided to limit further segmentation and identification to the different customer groups for the premise. Kinnunen and Jänes identified the main customer groups for Kruununmelly as wedding couples, private consumers and companies. To reach more information about these segments, I briefly interviewed Kinnunen on the telephone 23.10.2018. When it comes to weddings, based on previous customers, the typical wedding couple is around 30 years old and comes from Helsinki metropolitan area or Kanta-Häme. What attracts the couple to Osa Food Design is the location, the food and Kruununmelly as a premise. Weddings are yet the smallest source of income for the company but Kinnunen sees a great potential for growth in this segment. Osa Food Design organize events for private consumers in the form of dinners to celebrate birthdays or other milestones. Private dinners can range from 10 to 100 persons and the customers are from within 100 kilometers' radius from Kruununmelly, hence Kanta-Häme and surrounding areas.

Companies are the biggest source of income and mostly request dinners, daytime meetings and cooking classes. Approximately 80% of these events are dinners, and often organized for the company's executive group. The companies range from small and medium enterprises to larger corporations, as an example Nokia Tyres organized a dinner recently for their executive group including managers from Russia and the Nordic and Baltic countries. These companies are as well from the Southern Part of Finland and they have

often found Osa Food Design through contacts or event producers, such as Tapahtumallinen or Kokouspiste. It can be concluded that all these three segments have one thing in common; they value quality and are highly conscious of it. The level of service and food Osa Food Design can offer them create value for these customers and that is what attracts them.

4 Analysis

In this chapter, the three areas of evidence from the qualitative study will be analysed. The evidence will be compared to the theory and evaluated in relation to it. Moreover, in this chapter I will draw conclusions of the analysis based on the internal objectives for the workshop, as well as the objectives for this thesis.

4.1 Osa Food Design's brand

When addressing Osa Food Design's brand with the brand brief-tool, Kinnunen and Jänes showed that they already possess a clear vision of their brand. This was a positive observation, taking into consideration that the state of the company's brand was rather unclear in the beginning of the study. As we worked through the model, approximately 65% of the 12 elements were rather obvious to the respondents and the rest 35% required a touch more thinking. It could be observed that internal core elements, such as mission, vision, guiding principles and value propositions, heard to the 65% as they are vital for the brand development and growth. When it came to external elements, such as target audience, key markets, key competitors and stakeholders, it could be established that they were to some level unclear and not as thought through compared to the internal elements. These external elements are likewise an important part of the brand and affect its development, so they need to be addressed further in the future. Overall it can be noted that Osa Food Designs brand brief is at rather good state and offers a great base for further development of the brand.

As stated in chapter 2.2, a clear brand is one of the greatest assets and makes selling and buying the product easier. It can be concluded, that Osa Food Design possesses a brand with a clear vision of who they are and what they stand for. There are elements, such as the external ones mentioned previously that should be taken into further consideration and closer examination for them to create benefit for the brand. Executing an analysis for example over key competitors might give significant information for the creation of the marketing strategy. However, based on this information I can meet my internal objective for this part of the workshop that was gaining a clear picture of the respondent's brand and the different

elements included. I can establish that Osa Food Design's brand represents high quality, flexibility, trustworthiness and a customer-driven mind set. They have a mission to be the most valued catering restaurant in Hämeenlinna and expand their operations in the future. They possess a functional estate that creates a competitive advantage for them. Their marketing strategy and messages will be based on these, and other key elements of the brand.

In the following I will analyse the state of Osa Food Design's brand. If we look at the four elements that comprises a strong brand (see chapter 2.2.1), these being name awareness, loyal customers, perceived quality and brand associations, Osa Food Design's brand already possesses some level of these elements. Based on the information received from the respondents, Osa Food Design and its founders Kinnunen and Jänes, are known and recognised by name in the industry on some level, which refers to the name awareness. However, it cannot be argued that the brand needs to increase their name awareness and recognisability among local consumers, as they still are not highly recognised in their geographic target market in Kanta-Häme. When it comes to loyal customers, it is evident that Osa Food Design possesses a loyal customer base. According to the respondents, a great deal of new customers originates from contacts and previous customers turned into loyal customers. Indeed, having a loyal customer base is a positive concept in this sense and furthermore strengthens the brand by time.

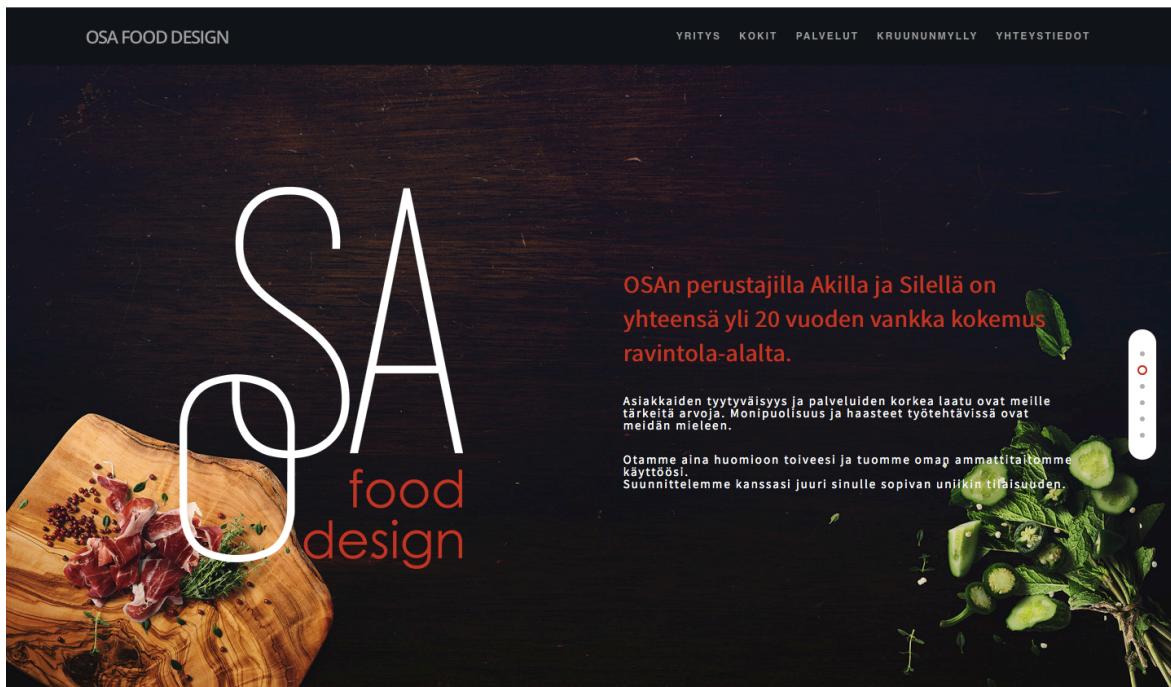
As it appeared in Osa Food Design's brand brief (Appendix 2), high quality and expertise is of central value for the company and comes clearly out in their operations, from the ingredients and dishes to the expertise and services. They position themselves high in terms of quality, and aim to create clear associations to this quality and level of service. In terms of perceived quality and associations, without further examination of consumer behaviour and attitudes towards Osa Food Design, it is difficult to estimate the company's perceived quality and the associations in the target market. To conclude the state of Osa Food Design's current brand, they have a strong base and high potential to become a strong brand, but they still need development and active building of the brand. It needs to be noted that estimating the state of brand without further examination can be questioned in terms of validity, as the information is provided by the respondents and does not represent the opinions of the consumers.

4.2 Osa Food Design's marketing

In this chapter I will outline the different activities beneficial for Osa Food Desig'n marketing channels. These suggestions are based on the theory and the evidence from the group interview and meet the resources, attitudes and desires of the respondents. Based on the discussion it can be agreed that Osa Food Design is in a rather unique position when it comes to marketing, as their business is not dependent on it at all. They gain new customers through existing contacts from previous positions and previous customers, which makes the role of marketing somewhat insignificant. However, when identifying the objectives for marketing, both Kinnunen and Jänes agreed that they would like to gain more customers to their premises, as well as overall recognisability in Hämeenlinna, which can be achieved through effective marketing. Kinnunen and Jänes both confessed, that they lack time and knowledge to execute ongoing marketing and updating of social medias. Based on this I find it beneficial for the respondents to outsource their marketing, or parts of it, as they were also open to that alternative. Outsourcing different marketing activities to professionals maximises not only the effect of marketing but also the return of investment.

I am going to analyse Osa Food Design's current online marketing channels; web page and social medias. Before analysing these channels, I am going to analyse Osa Food Design's positioning in search engines, because it is one of the core functions of online digital marketing and an important source of traffic to the web page and social medias. It appeared in the discussion that Osa Food Design is not available, or at least not optimised, for search engines. To research this, I concluded searches on Google with search words "catering" and "Kanta-Häme" together, and "juhlatila" (=premise) and "Kanta-Häme" together. I chose these search words because they describe Osa Food Design's services and the company's geographical target area, and they could be search words that a consumer could use to find this type of service. I concluded the search 27.10.2018 and in both searches, Osa Food Design did not appear in the four first result pages Google generated. Chapter 2.4.3 addresses SEO and its purposes; gaining more visibility and traffic to the web page, which means more consumers can find and visit the page and familiarise with the company's services. This conceivably leads to new customers and growing business, which is one of the objectives of Osa Food Design's marketing strategy. It can be established that it is important for the respondents to invest in SEO in order for consumers to find them and for the company to maintain and grow their market position.

4.2.1 Web page



Picture 4 - Osa Food Design's web page (Osa Food Design, 2018)

During the interview, we discussed the respondent's web page. In my opinion, the page (Picture 4) is visually very pleasing, clear, and easy to navigate. It is professionally executed and updated, which gives a positive impression of the company. The page offers information about the company, the chefs, the services, Kruununmelly and how to reach the company. A link to the web page and the rest of the pages are included in Appendix 2. The texts on every page are somewhat short and describe the subjects rather superficially, which leaves room for questions, even though these could be described and sold in a broader way. There is a limited amount of visual material, such as pictures and videos of their products, in this case the food and dishes they create, which can leave the quality of the service to shade. As established in chapter 2.4.1 - Content marketing, creating and delivering interesting and valuable content to consumers contributes to attracting the customers and can affect the decision to contact the company for further information, or even the purchase decision. In addition, there are no connections to the company's other channels, such as social medias on the web page. Having clear links to these channels makes it easier for consumers to find more information about the company and its services.

Catering

Tai niin kuin me Food Campissa sanomme, ruokailupalvelu. Olemme paljon enemmän kuin catering tai piltopalvelu, sillä toiminnassamme korostuu ruuan lisäksi myös tunnelma, miljöö ja seura. Ruokailu yhdistää ihmisiä arjen herkissä ja erityisesti silloin kun on syytä juhlaan. Meitä inspiroavat asiaankuamme, heidän tavolleensa ja intiimisomaa. Nämä pohjalta luomme yhdessä täydellisen, yksilöllisen ruokailukokemuksen ja ikimuistoisen tunnelman.

Ruokamme on huippulaatuista ja käsityönä valmistettua; keittiömestariimme valmisteavat kaiken itsemästään alkaen.

Ruokailu on meille ruokaa tärkeämpää.

Picture 5 - Food Camp Finland's web page (Food Camp Finland, 2018)

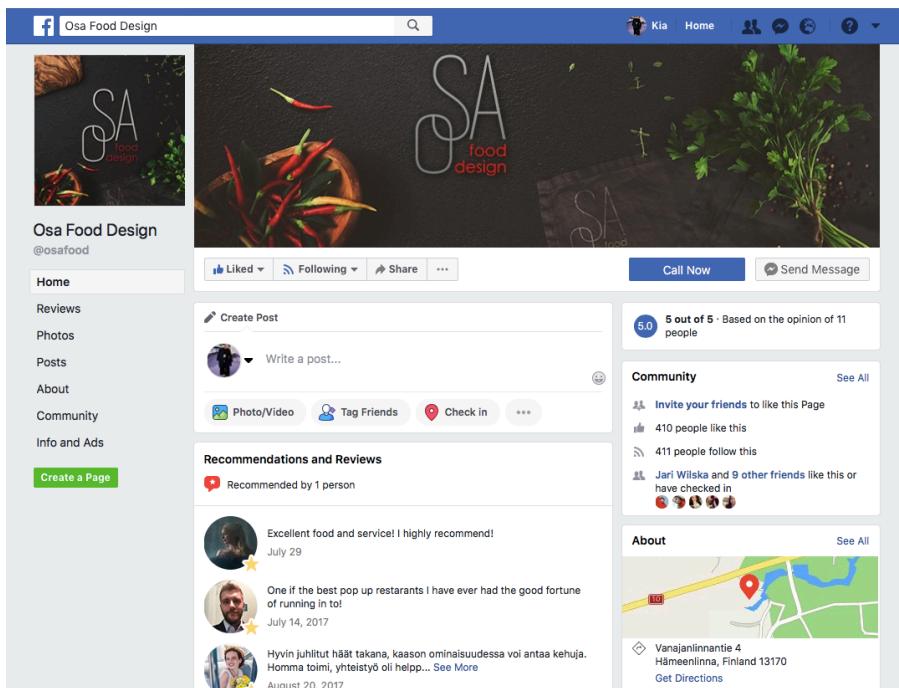
Kinnunen and Jänes identified Olo Catering as one of their key competitors in task number 1. I looked through Olo Catering's web pages to compare these two pages and research how they have executed their marketing. Olo Catering is a part of Food Camp Finland-company and operates in the same industry as Osa Food Design. Their services have won the Evento Awards in 2017 and 2018 as the best catering-company in Finland. Even though these two companies might operate in somewhat different dimensions, in the big picture their services are the same. Food Camp Finland's web page (Picture 5) offers precise information about their services, each explained on a separate page. They have several pictures of their staff, events and products. Furthermore, they have included quotes and comments from previous or current customers. At the end of each page there are separate links to each social media channel they possess, as well as links to other webpages connected to the company. This web page is a positive example of content marketing that has been carefully executed. A link to Food Camp Finland's web page can be found in Appendix 4.

One of the objectives of marketing, according to Kinnunen and Jänes, was to gain customers to Kruununmelly. Looking at the webpage, it offers all the relevant information about the premises; it is a renovated historical building suitable for up to 120 people and for weddings, celebrations, meetings, dinners and cooking classes. The webpage includes high-quality pictures from the inside of the premises, organised for celebration purposes and for meeting purposes. This information is accurate and useful, but lacks storytelling. Chapter 2.4.1 -

Content marketing, addresses this subject and the effect of storytelling. Kruununmelly is an old mill with red bricks, running water and beautiful nature besides it, yet this does not appear in the web page. It is a historically significant place with several stories that are highly potential marketing assets. Creating a story around this history and these elements can not only interest and attract customers, but also deliver Osa Food Design's a competitive advantage across to the consumer. Also, getting a quote or even a short story from a previous customer, for example a wedding couple, could be an excellent benefit for the company in terms of marketing.

In conclusion, Osa Food Design possesses a professional and visually pleasing web page, that could be improved with few additions. The web page needs to give a clearer description of the services they offer, which can be executed by extending the content. Based on the theory, interesting and valuable content attracts consumers and is an important part of any type of marketing. In this case, the execution of extending the content on the web page could be, for example, adding more comprehensive texts, pictures, videos, quotes and comments. Adding connections between social medias and the web page can be beneficial for the company, as it makes navigation easier and clarifies the connections. Moreover, creating a story around the history of Kruununmelly and even Osa Food Design's services can appeal to consumers positively and add to the company's customer value.

4.2.2 Social medias



Picture 6 - Osa Food Design's Facebook-page (Osa Food Design, 2018)

Osa Food Design possesses accounts in two social media channels; Facebook and Instagram. Looking at their Facebook-page (Picture 6), they have over 400 likes and the overall review of five out five, which is based on opinions of 11 users who have reviewed the company. These users, most of them previous customers, have even written positive comments of the company and their experiences. The page includes updated contact information; location, link to their web page, a telephone number and a possibility to message them directly through Facebook's own messaging application, Messenger. Looking at their latest activities, they have shared news and posts from another users where they are included and they have shared their own pictures as well. The activities have been done approximately in every two or three months. The Facebook-page follows the same visual appearance as their web page, which creates a connection between these two channels.



Picture 7 - Osa Food Design's Instagram-profile (Osa Food Design, 2018)

Osa Food Design's Instagram-profile has 362 followers (referred to as "seuraajat" in the Picture 7). They have shared pictures of some events they have catered as well as dishes they have created. The Instagram-profile's profile picture follows the same appearance as the web page and Facebook-page. Instagram is updated approximately of the same frequency, or more seldom, than Facebook. The latest update on Instagram was made five months ago.

Common to both channels is that they do not offer any further information about the company, its business and services. Indeed, looking through the Facebook-page and the

Instagram-profile, it is not informed what precise services they offer, to whom they offer it and where. Some of their services can eventually be established from the pictures and the content shared on the social media, but clarifying it in biographies would make it clear to consumers visiting these channels immediately. Furthermore, Instagram does not offer any detailed contact information, such as telephone numbers or e-mail addresses. This is something that I would add to the profile's biography to make contacting the company easier.

Like Osa Food Design's web page, these channels lack storytelling. Looking through the shared pictures both in Facebook and Instagram, only a few of them have captions that would explain where the picture was taken, what was the occasion, what ingredients were used in the dishes, to whom the dishes were served to and so on. Creating even a short story with few sentences can give great depth to the shared content and make it more interesting for the consumers. Furthermore, creating and using certain hashtags with the shared content creates consistency and makes it easier for customer to engage in marketing, as they can use the same hashtags in the content they share in their own social medias. This also messages consistency of the company's social media behaviour. In addition, in my opinion updating social medias every two or three months makes the frequency rather long. Osa Food Design has an ongoing business and several events, large and small, they cater, so undoubtedly there is material to share on social medias. They offer a high-quality service which is often very visual and beautiful, so taking advantage of it could produce excellent content.

When looking at the theory about social medias (Chapter 2.4.2), it is established that Facebook and Instagram are among the most used social medias channels in Finland. Therefore, Osa Food Design is using the right channels in their social media marketing. According to the evidence found from their current social medias, there are some elements missing. Concluding these, Osa Food Design should update their social medias with relevant information about the company and the services they offer to support the already existing contact information. When it comes to Instagram, I find it beneficial to add some contact information to the biography to make it easier for consumers to contact the company. Also, adding frequency to social media activities makes the company more interesting and can increase possible audiences. Frequency is easier to manage when the content is planned, for example based on upcoming events and catering. This can be executed in various ways, one of them is looking at a company's calendar two or three months ahead and planning the content and social media activities according to events and caterings that are taking place during this time period. Using storytelling and hashtags as tools gives depth to the content and can make it more appealing and interesting also in social media. All these activities

contribute to the increase of traffic on these social medias, which leads to greater visibility, recognition and conceivably new customer relationships.

4.3 Osa Food Design's segmentation

Looking at the evidence from the interview, hence Figure 5 - Osa Food Design's customer groups, it can be established that this segmentation has been made from a product point of view. This means that the differentiation has first been made for their services, and after that the customer groups likely to buy this service are identified. The result of this identification (Figure 5) met my internal objective for this area of information and gave me a clear view of Osa Food Design's services as well as the different customer groups that shall be targeted. Further identification of the segment for Kruununmelly was executed to clarify the segment. Based on the evidence, I have concluded critical outlines for marketing for it to reach these segments most efficiently. Some similarities can be identified between the three customer groups; weddings, private persons and companies. All the customer groups are located within a 100-kilometre radius from Kruununmelly. This indicates that marketing should be mainly targeted in this geographical area. Digital marketing, especially social medias, offer great tools for geographical marketing and enables marketers to target their messages rather precisely to certain areas.

The customer groups are also highly quality-conscious. This means that they value high quality and are ready to invest more money into services that deliver the desired level of it. What this means to marketing is that the marketing messages need to represent this quality and put a strong emphasis on it to create a certain mental image of the company to a consumer. Consumers need to associate the respondents with high quality based on these marketing messages. Visual images are a simple yet efficient tool to create these associations.

The age distribution was rather wide between different customer groups, wedding couples being approximately 30 years old and private customers between 30 to 65 year olds. Regardless of these differences, I find that online digital channels are the most efficient channels to reach these age groups. As established in Table 1 - The usage of Internet in Finland in 2017 , most of the people aged 25-54 use Internet as their main source of information, so investing into these channels serves these segments best. This can also be considered when it comes to companies and event organisers who are not necessary locals and are looking for a premise to organise a meeting or a dinner.

These are the main outlines I concluded based on of theory and the evidence of the research. I would suggest the respondents to execute a further marketing research for these segments, to gain more information about their desires, attitudes and behavioural effects. The research can be limited for example to wedding couples, who the respondents sees as a potential, growing customer group. To study the target market would offer significant information and help further optimise the marketing.

5 The marketing strategy

Based on the analysis in the previous chapter, I have created a marketing strategy for Osa Food Design. The strategy is made for the year 2019 and can be found in Appendix 5. The strategy begins with a summary of Osa Food Designs brand brief, as it functions as a base for all the marketing activities and is divided to five different phases to make the process as clear and as manageable as possible. The first phase starts with an optional market research and a competitor analysis. It was established in the previous chapter that both, the external elements of the brand brief and the target segments, are yet unclear to some level for the respondent and executing these studies could provide important information of these two. The marketing strategy is possible to execute without these studies and that is why this part of the strategy is optional, yet recommended. The next part of this phase is creating personas for each target segment. Creating a name and a background story to a potential customer from each target segment helps understanding their behaviour and adapting the marketing messages to please these personas (Lee, 2018). In Osa Food Design's case the personas can be created for example for wedding customers, private customers and companies. As in all types of marketing, it is important that the marketing is targeted to a specific target group, and that is why taking these segments into consideration and creating personas are an important part of the strategy.

Following these steps is the gathering and creation of content. As explained in the chapter 4.2, Osa Food Design's different online marketing channels lack valuable content. According to the strategy, the content needed includes clearer descriptions of the company and their services, pictures, quotes, comments, storylines and hashtags. Furthermore, the data about the existing marketing channels shall be gathered for future monitoring.

In the phase two, the results of the previous phase shall be implemented to the marketing channels. This means that the created content is updated to the webpage, which might require re-organisation of the webpage for it to function and to be easily navigated on. The social

media channels, Instagram and Facebook, shall be updated with relevant information of the company and connected to each other and to the webpage. The third phase of the strategy consists of the running of the search engine optimisation to ensure more consumers can find the marketing channels through search engines.

The following phase is the activation of the marketing channels. The goal of this part of the strategy is to publish at least three posts per month to each social media channel, preferably even more. The content shall be planned in advance, in the beginning of every month, according to the upcoming events Osa Food Design is catering or participating. Planning of the content in advance reminds to seize the opportunities in terms of taking pictures, collecting quotes and so on. This phase also includes two campaigns, that shall be executed prior to the most profitable seasons, summer and winter. The objective for these campaigns is to promote Kruununmelly and a campaign can include for example a price offer for the rent of premises, for a certain menu and so on. An example of a campaign can be “like and share”-type of competition executed on Facebook, where users are encouraged to share Osa Food Design’s content to their own feeds and tag other users to this content. This increases visibility in this specific social media and can lead to increasing traffic to the company’s web page.

The fifth and the final phase of the marketing strategy is the evaluation. In order to ensure the success of the marketing strategy and to evaluate the development of the results of marketing, it is important to measure and evaluate the statistics of different activities. The marketing strategy contains examples of different aspects that can be evaluated; how many users have visited the marketing channels, how many likes a post got, how many people has the marketing reached, just to name a few. The evaluation shall be executed quarterly, in every three months and the results shall be documented. Lastly, the marketing strategy contains a GANT-scheme (Table 2) for the execution of the different activities to create a clear picture when the different phases shall be executed.

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Researching												
Creation of content												
Implementation												
SEO												
Activation												
Campaign 1												
Campaign 2												
Evaluation												

Table 2 - GANT-scheme for the marketing strategy

6 Critical review

In this chapter I will execute a critical review of this thesis and briefly go through the different aspects of the process that could have been improved. To start with, I was highly satisfied with the co-operation with the respondents Kinnunen and Jänes; communication with the respondents was effortless, they were more than willing to help and they gave me the freedom to execute the marketing strategy according to my knowledge. However, not having any guidelines for the marketing strategy in the beginning of the process from the respondents made it rather difficult to create the limitations for this thesis. I experience that I succeeded in the limitation of the study, but it might have been more effective if executed together with the respondent in the beginning of the process.

Another challenge I faced during this process was the limited amount of time I had to execute this thesis. With more time, I might have been able to create a more profound marketing strategy and include for example a marketing analysis into the empirical part of the thesis. A marketing analysis would have offered a stronger base of information for the creation of the marketing strategy. Moreover, some of the theoretical topics are addressed rather superficially due to the lack of time.

Finally, in my opinion this thesis possesses a rather high reliability and validity. If the group interview situation with the respondents would be recreated, the result of the research would most likely be the same, which indicates a strong reliability. I also experience that the used methods were the most suitable for this research and they gave the exact results they were supposed to, which strengthens the validity of the thesis.

7 Summary

The objective of this thesis was to create a functional marketing strategy for Osa Food Design. Marketing plays a distinctive role in business and is a key activity to reach new customers and gain recognition for the company. With this thesis, I wanted to find out how a clear brand supports marketing and what elements it consists of. I also wanted to find out which components should be considered in terms of marketing, and how digital alternatives can execute this. When it comes to customers, I wanted to find out how a target market can be reached most effectively and how segmentation can support this.

A brand consists of 12 different elements considering internal aspects such as mission, vision and guiding principles as well as external, such as key competitors, stakeholders and target

audiences. A clear brand represents a certain quality, reassures customer and increases engagements between the customer and the brand. It also facilities selling the product or service and creates a base for marketing content. Marketing consists of seven different components, from where four have been considered the most significant. These four components are product, place, promotion and price, and adapting the object of marketing to these components creates a base for marketing. When it comes to digital marketing, it can be established that digital marketing is one of the most effective methods and when executed right, it can reach large audiences fast and in a cost-effective way. Regarding segmentation, it is an efficient tool to optimise marketing messages and to target them to the right places, which can possibly increase the return of investment set on marketing.

I succeeded to implement these theories to Osa Food Design's marketing and created a comprehensive marketing strategy for 2019 based on these results. The marketing strategy can be found in Appendix 5. Key points of the strategy are to create content and stories around the high-quality service Osa Food Design offers and around the premises, Kruununmelly. These contents shall be implemented to different online marketing channels and optimised for search engines. Social media activities are to be executed at least three times a month and planned around Osa Food Design's calendar. The marketing activities, effects and result shall be evaluated quarterly to ensure they deliver the desired outcomes.

Marketing has not played a significant role in Osa Food Design's operations, as most of the customers have originated from contacts and previous customers, and the constituent found marketing only as something to be done. However, I hope that with this thesis Osa Food Design will find suitable ways for them to execute active marketing and reach new, profitable customers through it. They offer extraordinary experiences in a beautiful environment, and everyone should have a chance to be aware of, and moreover to experience them.

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Appendices

Appendix 1 – Digital presentation used in the group interview



Purpose & Goals

PURPOSE

To get the customer to understand what marketing consists of and how it effects the business.

GOALS

After the workshop customer understands which activities are essential for marketing and is able to use some of the tools independently in the future.

2018
KIA PARTANEN

Marketing

The activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”

AMERICAN MARKETING ASSOCIATION,
2013

2018
KIA PARTANEN

Brands

WHAT IS A BRAND?

Something that exists in consumers' minds and connects to the expectations and advantages a product/service can offer them.

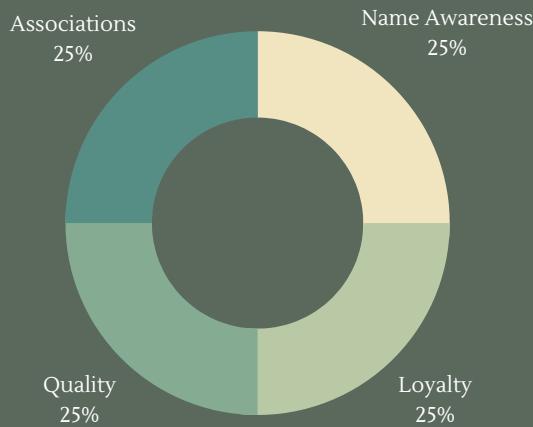
Primary functions are making purchase decisions easier, representing certain quality and reassuring customers.

WHY IS A STRONG BRAND IMPORTANT?

To make it easier for companies to sell a product and for consumers easier to buy it.

2018
KIA PARTANEN

Elements of a Strong Brand



2018
KIA PARTANEN

Brand Brief

WHAT IS A BRAND BRIEF?

A document containing 12 different elements a brand consists of. Can be executed in many different ways, depending on the brand.

Brand brief is used to get the idea of the brand on paper and that way distributed to internal (and external) audiences. Brand brief is often the beginning, and an important part, of branding process.

2018
KIA PARTANEN

Task 1

Brand Brief

WHO ARE WE? WHAT DO WE STAND FOR?

2018
KIA PARTANEN

Marketing Mix

WHAT IS MARKETING MIX?

One of the oldest theories used in marketing. A combination of all marketing factors used to satisfy the target market. It is used to clarify marketing strategies.

THE 4 P's

- Product: physical/non-physical product to satisfy customer's need
- Price: the amount of money customer pays for it
- Place: positioning and distribution of the product for customer to find
- Promotion: communication with potential customer

2018
KIA PARTANEN

Marketing Mix



2018
KIA PARTANEN



Segmentation

WHAT IS SEGMENTATION?

Marketing tool that divides the target group in to several niche groups with similar purchase behaviour and other factors (age, gender, interests etc.)

WHY IS IT DONE?

Identifying and differentiating smaller target groups with different needs and wants makes it easier to create a strategy for marketing. It makes it also easier to identify the most profitable segments and get greater return of the money used in marketing.

2018
KIA PARTANEN

Segmentation

DIFFERENT TYPES OF SEGMENTATION

Demographic: age, gender, income level, education, prof. status

Geographic: regions where the target market exists

Life-Cycle: in what point of their life the target market is

Product: what product the target market is interested/able to buy

Lifestyle: similarities of interests, attitudes, activities

Customer-Value: how valuable the target market is for the company?

2018
KIA PARTANEN

Task 3

Segmentation

WHO ARE OUR CUSTOMERS? HOW DO WE REACH THEM?

2018
KIA PARTANEN

Conclusion

- What have we accomplished?
- How does it feel?
- Did you learn something?
- Do you feel like you could use these techniques in the future?
- Questions?

2018
KIA PARTANEN

Thank you!

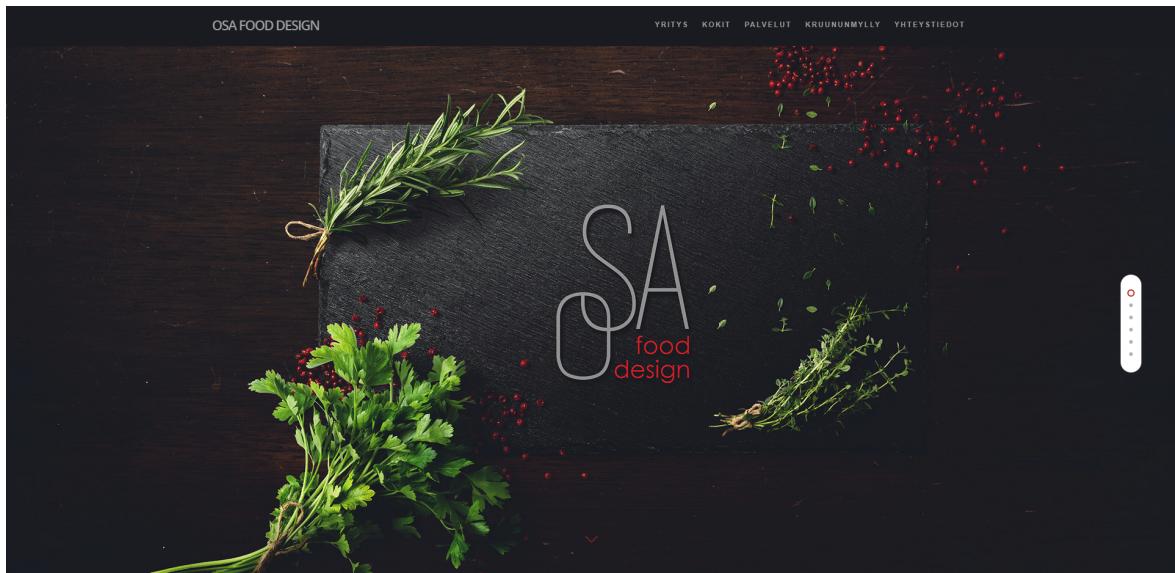
2018
KIA PARTANEN

Appendix 2 – Osa Food Design's brand brief

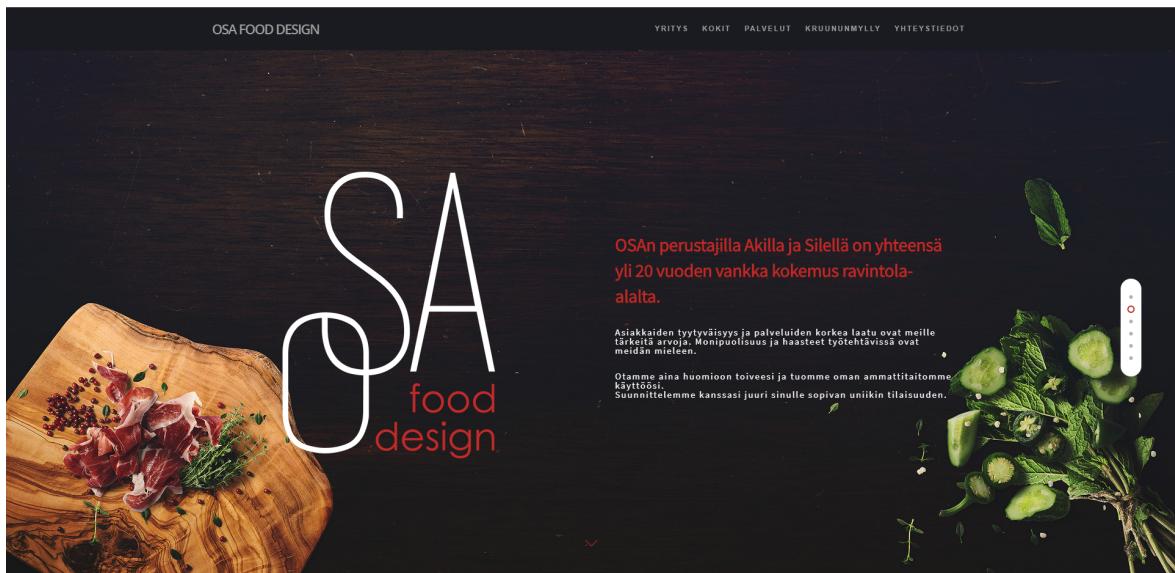


Appendix 3 – Link to Osa Food Design’s web page and pictures of Osa Food Design’s web pages

<http://osafood.fi>



The landing page



“Yritys”

OSA FOOD DESIGN

YRITYS KOKIT PALVELUT KRUUNUNMYLLY YHTEYSTIEDOT



SILE
CHEF

Silvar on Virossa syntynyt Hämeenlinnassa kasvanut kokki. Hän oppi nuoren poikana arvostamaan tuoreita raaka-aineita ja puhaltava makua, viileitä ja mummolaisia Etelä-Virossa, kylvään perunoita, hoitaa kasvihuoneetta ja auttaa lihaskappaase.

Silvar on työskennellyt monissa Hämeenlinnalaissavintoloissa perheityyksissä paikallisiin ruokailututtumuksiin ja raaka-aineisiin. Ennen ryhtymistään yrityjäksi hän toimi Käisten Kartanossa kahdeksan vuotta, joista viisi vuoropäällikkönä.



AKI
CHEF

Aki on ylpeä renkkolainen, jonka innostus ruoanlaittoon on lähtenyt siidin lihapatojen ääreltä. Ristiinvoitto ovat lähesiä. Aki on ollut myös urheilija ja hänellä on edelleen jäljellä suuri luontainen halu kehittää. Hän on hakenut oppia Helsingin huippuravintolosta ja käynyt Australiassa asti hiomassa tatuojan.

2012 Aki valittiin Suomen Kokkimajoukkueeseen. Hän oli mukana jälkiruokien valmistukessa 2014 MM-kilpailuissa ja vuoden 2016 Kokkolympialaisissa. Neljän vuoden kovan harjoittelun kruunasi olympialaisissa saavutettu hopea.

“Kokit”

OSA FOOD DESIGN

YRITYS KOKIT PALVELUT KRUUNUNMYLLY YHTEYSTIEDOT

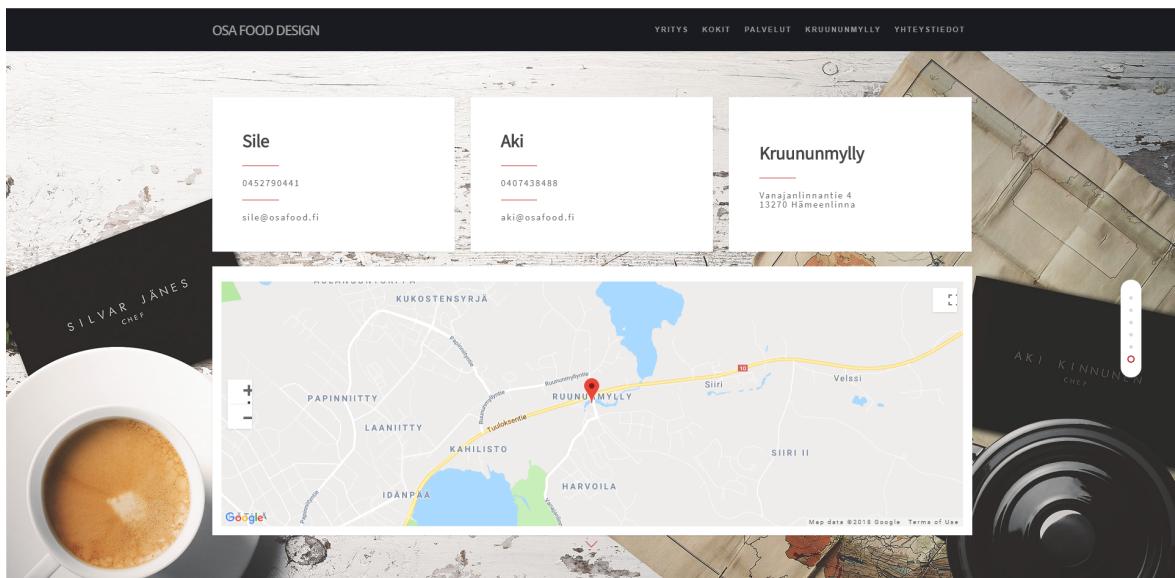
KRUUNUNMYLLY

Täysin kunnostetussa historiallisessa rakennuksessa voit järjestää monimuotoisia kokouksia, koulutuksia, seminaareja sekä muita yritystilaisuuksia ja juhlia.

Asiakaspalikoja on jopa 120, mutta tila sopii loistavasti myös pienempinille tapahtumiin. Kokkikoulujen järjestämiseen tila on yksi Suomen parhaista.

Meillä voit vierailla: hääät, juhlat, illalliset, kokoukset, kokkikoulut.

“Kruununmylly”



“Yhteystiedot”

Appendix 4 – Link to Food Camp Finland’s web page

<https://www.foodcampfinland.fi>

Appendix 5 – Osa Food Design's marketing strategy

Marketing Strategy 2019 – Osa Food Design

The primary objective for this strategy is to increase traffic to Osa Food Design's digital marketing, which will conceivably lead to new customer relationships and increased sales. The marketing strategy is created for the year 2019 for it to stay as updated as possible. The strategy and different phases are based on Osa Food Design's brand brief which can be seen below. The strategy and its results shall be analysed for evaluation at the end of the year. Based on this evaluation a new strategy shall be created for the future.

BRAND BRIEF

- **Mission**
 - The most values catering restaurant in Hämeenlinna
 - Entireties with ever higher quality
 - Full drive in Kruununmelly
- **Vision**
 - Retaining the quality throughout the development
- **Brand Attributes**
 - Customer oriented, flexible, trustworthy, interesting, unique
- **Guiding principles**
 - Environmental friendly operations / Forest
 - High quality components
 - Locality
- **Value Proposition**
 - Expertise
 - Flexibility and listening
 - Quality and elegance
 - Environmental friendly operations
- **Driving Force**
 - Dissatisfaction
 - Desire to self-development
 - Desire to create exquisite entireties
 - Legacy
- **Competitive advantage**
 - Competitive pricing
 - Premises (Kruununmelly)
 - Caring and way of thinking
 - Expertise
- **Target Audience**
 - Quality-conscious consumers
- **Stakeholders**
 - Heikki
 - Occasional employees
- **Key Markets**
 - Wedding
 - Private
 - Companies
- **Key Competitors**
 - Vanajanlinna
 - Olo Catering

PHASE 1 – The creation

- Market research (optional)
- Competitor analysis (optional)
- Creating personas for each target segment (wedding, private, company)
- Gathering and creating content
 - Descriptions of the company, mission statement based on the brand
 - Description of the different services
 - Pictures of events or dishes

- Quotes/comments from previous or current customers
- Story around the history of Kruununmelly
- Hashtags for Osa Food Design
- Gathering statistical data about the existing marketing channels for future monitoring purposes

PHASE 2 – The implementation

- Web page
 - Implementing pictures, quotes and information about the services and storytelling to the web page
 - Re-organisation of the web page to suit the new content
- Social medias
 - Updating the social media sites with information of the company
 - Connecting social media sites to another and to the web page

PHASE 3 – The optimisation

- Running Search Engine Optimisation for company's web page

PHASE 4 – The activation

- Clear goal of at least three posts to social media in one month. Preferably more if possible.
 - Creating the content based on upcoming events and caterings
 - Plan the content in the beginning of every month by looking at the company's calendar; what are we doing, who are we serving, where are we doing it. As stated, three events per month is enough Planning beforehand reminds to seize the opportunity in terms of taking pictures, collecting quotes and so on.
 - Content should preferably be pictures, as they serve well the social media channels; Instagram and Facebook.
- Creating a campaign
 - Campaign of choice to promote Kruununmelly. Beneficial to execute in the beginning of the year, before the summer season and at the end of the summer, before the winter season.
 - Can include for example a price offer for the rent of premises targeted to private customers, a price offer for a certain menu targeted to companies or a service packet targeted to wedding couples.
 - Promoted through web page, social media and possibly even through old customers.
- Seizing the opportunities
 - Every opportunity should be taken advantage of. A sudden event, a funny situation, co-operation with another company or other likewise situation create great material for marketing.

PHASE 5 – The evaluation

- Marketing activities should be evaluated throughout the process in order to ensure the benefits. The evaluation shall be based on the statistical data of the marketing channels. Some examples of the evaluated subjects

- How many has visited the marketing channels?
- How many has been reached by the marketing on social medias?
- How many likes/shares per post?
- How many used hashtags by other users?
- How many new customers have originated from these activities?
- The evaluation should be executed quarterly, in every three months. The results of every evaluation shall be documented for future examination.
- The marketing strategy and activities shall be adapted according to the results of evaluation.

GANT-Scheme for the execution of the marketing strategy 2019

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Researching												
Creation of content												
Implementation												
SEO												
Activation												
Campaign 1												
Campaign 2												
Evaluation												

The Marketing strategy is executed by Kia Partanen in October 2018, as a part of Bachelor's Degree of Business Administration.

End of the document