Finnish Market Research for An Phuoc Garment Embroidery Shoes Company

Phung Bui, Nobuhle Violet Sibanda
This thesis is a research about Finnish clothing companies that would be suitable distributors for An Phuoc company that is Vietnamese. An Phuoc manufactures medium to high class fashion products for Japanese and European markets. The idea about doing our thesis in Fashion clothing research is because we are both interested in Fashion and we are interested in working in Fashion industry that has to do with clothing and designing.

The introduction is giving in details the overview and the structure to this thesis. Thus, introducing the commission company, basic information about Finland. The other factors that the thesis tells about is criteria about what suppliers some of the Finnish companies use and look for.

The objectives in the thesis outline theoretical framework and benchmarking in more details with the reference book in Distribution as well as possible entry modes that the company may apply for its business. These helps understand what distribution and what to consider in order to distribute. Benchmarking also help understand the comparison between companies, thus understanding the strength and weakness. While, the entry modes provide the possible options for the company. The research questions for the thesis help to understand more about what distributors’ consider in a more detailed manner and what they look for in suppliers and manufactures. The Finnish clothing companies that are researched will tell about their products and whether they are looking for more suppliers and manufactures. Furthermore, they will tell what their current manufactures are and what they consider for new partners.

The conclusion will tell about the outcomes of the research, recommendations as our learning through the researching of Finnish clothing companies.

**Keywords**
Market, clothing, product, fashion, design, Finland, supplier, producer.
# Table of contents

1 Introduction ......................................................................................................................... 1
2 An Phuoc company .............................................................................................................. 3
3 Finland as a target market .................................................................................................. 5
   3.1 Geographical and macro economical information ...................................................... 5
   3.2 Analysis of Finnish Garment industry and entry factors ............................................ 7
   3.3 Finnish textile, clothing and fashion markets .............................................................. 8
   3.4 Summarizing discussion of Finnish textile industry ...................................................... 10
4 Entering new market and marketing mix ............................................................................ 11
   4.1 Product and price .......................................................................................................... 11
   4.2 Placement ...................................................................................................................... 15
   4.3 Promotion and benchmarking ...................................................................................... 16
   4.4 Entry modes: Indirect and Direct export ...................................................................... 18
   4.5 Contract manufacturing ............................................................................................... 18
   4.6 Strategic alliances and foreign direct investment ........................................................ 19
5 Research approach and methods ....................................................................................... 21
   5.1 Qualitative research approach ..................................................................................... 21
   5.2 Data collection process ............................................................................................... 21
   5.3 Data analysis process and reliability and validity ........................................................ 22
6 Key results and analysis ...................................................................................................... 23
   6.1 Interview results and analysis ...................................................................................... 23
   6.2 Clothing and textile associations in the Finnish market ................................................. 24
      6.2.1 Muotikaupan Liitto ry or the Fashion Trade Federation ......................................... 24
      6.2.2 TMA ...................................................................................................................... 25
      6.2.3 STJM – The Finnish Textile and Fashion Association ........................................... 25
      6.2.4 Nimettömät - Association for Lingerie Distributors and Importers ...................... 26
      6.2.5 Finnish Foreign Trade Agents’ Federation .............................................................. 26
      6.2.6 Ornamo ................................................................................................................. 27
   6.3 Textile Fairs in Finland ................................................................................................. 28
      6.3.1 PolarStoff ................................................................................................................ 28
      6.3.2 Habitare Fair .......................................................................................................... 28
      6.3.3 ID Helsinki ............................................................................................................ 29
7 Textile and garments: producers, wholesalers and retailers ................................................ 29
   7.1 The biggest companies, wholesalers and retailers ......................................................... 29
      7.1.1 Marimekko Oyj and Nансo Oy .............................................................................. 29
      7.1.2 Kesko Oyj and S Group ......................................................................................... 31
      7.1.3 Stockmann Oy and Tokmanni .............................................................................. 33
      7.1.4 L-Fashion Group Oy ............................................................................................. 35
   7.2 Other well-known garment producers & retailers ......................................................... 36
7.2.1 Turo and Hallonen................................................................. 36
7.2.2 Dressmann ........................................................................ 37
7.2.3 Atelier Goldner Schnitt Oy and Kauppahuone Riveri Oy ........ 38
7.2.4 Zara and Kapp Ahl Oy .......................................................... 39
7.2.5 Kekäle Oy and Lorella Oy .................................................... 40
7.2.6 Löytötex Oy and Andiata Oy .................................................. 41
7.2.7 Karjalan Puku Oy and H&M .................................................. 42

8 Conclusions and Suggestions .................................................. 44

References ......................................................................................... 48

Appendices .......................................................................................... 53
1 Introduction

This thesis report is about market research done in fashion clothing industry in Finnish companies and what criteria they take into consideration in distributors and manufactures.

According to Caroline Le Bon fashion is everywhere and that it transcends domains and applies to almost any kind of product, for example; apparel, cars, digital devices, food, travel, music, house decoration and personal wellness. She says that fashion is a great influence on public interests such as media coverage and product success. According to her, the global fashion industry is among the most important in terms of investment, trade and employment and we agree with her statement. (Bon 2015)

Our thesis will tell about the history of commissioner and about their company. Our research is about finding possibly partners and distributors in Finland for a Vietnamese company that manufactures clothes for men and women. The company name is An Phuoc, they manufactures medium to high class fashion products for Japanese and European markets. An Phuoc Company has established and developed high-end men's fashion boutique An Phuoc - Pierre Cardin, linens boutique shops, and developed Weis, menswear brand in the Germany market. (An Phuoc 2018)

The thesis also tells about Finland as a country and important factor for entering the Finnish market. These factors are the weather, environment and unique design. However, in Finland, the biggest clothing and textile organizations have their own brands, list of suppliers and usually order huge quantities of goods. So, in order to become a supplier for these big companies, new suppliers must study and understand thoroughly their demand and requirements. For instance, the suppliers of Stockmann are from many countries in the world that satisfy their criteria of supplier such as China, Bangladesh, Cambodia, India, Indonesia, Vietnam, Italy, Thailand, Turkey and so on. (Stockmann 2018). Similarly, S-group also needs new products for their retail chains such as Prisma, S-Market and convenience stores Sale and Alepa. Nevertheless, in order to become the supplier of S-group, the enterprises need to meet its category specific quality requirements. (S-kanava 2018)

**The objectives in our thesis** is Finnish market research, production of clothing, distribution, supplier, design and producer. The research outlines the possible Fashion clothing companies that are based and operate in Finland as well as have international suppliers for their companies. The theoretical framework discusses about marketing mix, the 4P’s
thus, Product, promotion, price and placement; Benchmarking and market entry modes which is possible for the company to use.

**This thesis aims** to find out about criteria for becoming a manufacture and supply for Finnish clothing fashion companies as well as an opportunity to collaborate or even open the company’s own business in Finland. The companies researched will tell about their company background and their supply criteria. The questions give idea of what they consider and look for in suppliers and manufactures.

The thesis will conclude with recommendations for the commission company based on the findings from the thesis research and the Finnish companies that are looking for new manufactures if they are matching their criteria, rules and regulations as well as suggest few market entry modes that we think the company may use for its first entry to new market. Finally, the result mentions to our shortcoming as well as learning during the research.
2 An Phuoc company

An Phuoc or another name is An Phuoc Garment Embroidery Shoes Company Limited founded in 1992 in the South of Vietnam and started as a sewing workshop to manufacture export clothing. At the beginning, the business had progressed smoothly. Unfortunately, the Asian financial crisis that took place in 1997, made most of the main customers of An Phuoc from Japan be bankrupted or forced to shrink their businesses. Therefore, An Phuoc also faced with the prospect of closing the factory and causing thousands of workers to be unemployed. In order to solve this big challenge, Ms. Dien Nguyen Thi, the company’s founder, made a bold decision. She started to attack the domestic market where was a playground of the other big garment companies such the Vietnam Textile Corporation, Viet Tien, May 10, etc. at that time while An Phuoc was just a new player. However, the right decision had contributed to bring An Phuoc to a higher position and expand to the current situation. (Anphuoc 2018)

The reason for the decision is that Ms Dien recognized the potential of the domestic market from the result of economic growth after the reform in 1986 in Vietnam and the income of people had increased. However, the garment industry had not much change from tailoring to industrial sewing. Besides that, quality of products was not good and there was no customer’s service at that time. In addition, Ms Dien also realized the psychology of the majority of Vietnamese consumers that love imported products with the famous brands than domestic products. To do that, An Phuoc had chosen to play a risky gamble by buying the license from Pierre Cardin brand, a famous fashion brand of France. Ms Dien believed that the association with Pierre Cardin would help An Phuoc change the balance of the domestic apparel industry, which was the playground of large domestic firms. (Anphuoc 2018)

By positioning the products at middle and premium segment, An Phuoc focused on customers who have high incomes and are interested in their attire for work or hobby. An Phuoc also recognized that male’s customers usually wore shirts to work and combined with tie and vest in the important occasions. Therefore, in the early stage of brand development, An Phuoc chose the high segment for male’ customers. By the year of 2004, when An Phuoc brand has gained a foothold in the market. Ms. Dien decided to diversity the product lines by offering models for female and children. Furthermore, Ms. Dien also realized that the cooperation with such foreign businesses would help An Phuoc brand to catch up with fashion trends in the world, creating competitive advantage in the domestic market. (Anphuoc 2018)
Every two years, An Phuoc Company organizes training courses exclusively for its shop managers, store and sales staff. Ms. Dien thinks that salespersons are the first people who contact to customers. Therefore, their attitude will be the first impression on the An Phuoc brand. In order to evaluate the effectiveness of the training, Ms. Dien usually conducted the mystery shopping in any shop of An Phuoc. Whenever encountering a problem or missing from the staffs, she will organize a short-term training course for substandard staffs. Hence, most of An Phuoc customers have a good impression with the brand and are willing to come back. Not only that, the policy of returning goods in 30 days at that time was very rare in Vietnam market, even until 2008. With its unique policies, An Phuoc brand was still highly appreciated for quality of service. (Anphuoc 2018)

As the Asian financial crisis subsided and Vietnam reached trade agreements with the United States and the European Union. The export rate of the company also achieved a significant growth. Export rates to countries such as Europe, the United States, Japan and Taiwan respectively show by 30%, 20%, 10% and 15%. In recent years, export turnover of An Phuoc has grown more than 20%, and total export turnover accounts for 35-40% of total revenue of the company. (Anphuoc 2018)

The store system of An Phuoc is located in big commercial centers, or on the main road to create convenience for customers. From 1997 until now, An Phuoc is one of the first companies to build and manage the trading system of men and women's fashion products in Vietnam market. An Phuoc has successfully cooperated with Societe de Gestion Pierre Cardin, France in the Vietnam-Laos-Cambodia market in exclusive distribution of men's fashion products such as shirt, T-shirt, veston, jacket, leather accessories, bags, suitcases and so on for over twenty five years. In addition, An phuoc also manufactures high class fashion products for Japanese and European market. The products of An Phuoc include Jacket, shirt, Pants, Dress, Blouse, Skirt, shoes, belt, bag, etc. for men, women and children. The company has more than 5000 employees and 11 factories. In order to satisfy demand of target customers in middle and high classes, beside the cooperation with Pierre Cardin. An Phuoc also possess a retail men’s, women’s fashion boutiques stores under brands such as lingerie boutique shops Anamai – Bonjour and Weis menwear in Germany market. (Anphuoc 2018)

The success of An Phuoc indicates through achievements and awards such as; it awarded two gold medals by the Vietnamese General Directorate of Standards and Quality for its long-sleeve shirts and men’s trousers in 1999. One year after that, it continued to receive another award of three Gold Cups by the same body for its men’s trousers, men’s khaki pants, and men’s short-sleeve shirts. In 2001, An Phuoc voted as a reliable

3 Finland as a target market

In this section, we present the basic information about Finland. The emphasis is put on its location, language and culture and its economic development.

3.1 Geographical and macro economical information

Finland locates in Northern Europe and borders by Norway, Sweden, Russia, Estonia and The Gulf of Finland. The population is approximately 5.54 million in 2018 and ranks 115th in the world. Total area of Finland is 337,030 km² while water accounts for 10%, forest is 69%, and cultivated land is 8% and 13% is other. (World Population Review 2018)

There are many big cities in Finland such as Helsinki, Tampere, Turku, Oulu, Jyväskylä, Lahti, Pori, Kuopio, Vaasa, Joensuu, Lappeenranta, Kotka, Rovaniemi, Kouvola, Hämeenlinna, Seinäjoki, Hyvinkää, Porvoo, Mikkeli, Kokkola. Whereas the five biggest cities are Helsinki, Tampere, Turku, Oulu and Jyväskylä. The infrastruc
tural facilities of cities built up excellently. Therefore, Finnish citizens have a high living standard at these cities. (Nag 2018)

Helsinki is a nation’s capital and the biggest city in Finland. The main political, cultural, financial and educational center are concentrated in Helsinki. Moreover, Helsinki based on the shore of the Gulf in Southern of Finland and located closely to Stockholm in Sweden, Talinn in Estonia and Saint Petersburg in Russia. According to Liveability survey in 2015, Helsinki was one of the top ten cities in the world. (Nag 2018)

Tampere ranked as second biggest city in Finland and located in Pikanmaa. It also belongs to Southern of Finland. The geographic location of Tampere is between Pyhäjärvi and Näsilinna lakes; therefore, it creates an advantage condition for developing hydropower. In opposite to Helsinki, Tampere is the convergence of major industries like information and communication technologies, mechanical engineering and automation as well as health and biotechnology. (Nag 2018)

Turku is at the mouth of the Aura River and belongs to Southwest region of Finland. Turku is the oldest and the third largest city of Finland. Nowadays, Turku serves as a regional
capital of Finland and it becomes a crucial financial and cultural center in Finland. Annually, the famous seaport of Turku serves over three million visitors. Furthermore, Turku became the official Christmas city of Finland in 1996, which will attract more passengers to visit. (Nag 2018)

The fourth biggest city of Finland is Oulu. It based on the Northern Ostrobothnia region and it is the biggest city in Northern region. Moreover, Oulu is the largest northernmost city that locates outside Russia. The living lab of Europe innominate for residents of Oulu while new technology has been experimented in the scope of community-wide basis. (Nag 2018)

Finally, the fifth biggest city is Jyväskylä situated in the western of Finnish Lakeland. In Jyväskylä, travelers can visit many nice architectural works of the famous Finnish architect Alvar Aalto. Furthermore, the other big events also organized in Jyväskylä such as LGBT festival, Vinokino, and the Arts Festival. Besides that, Jyväskylä was the first place to organize education in the same language in the world; therefore, it played an important role in education in Finnish. (Nag 2018)

Finnish climate is colder than other countries and there are four distinct seasons in Finland. The winter begins from December to February. Nevertheless, the weather is still cold and sometime with snowfall in November and March. The temperature is usually below zero and can be -10°C in daytime. In some colder periods, the weather can go down to -20°C to -30°C. Therefore, careful dressing is very important to live in Finland during the winter. Spring come at the end of March in the Southern Finland, whereas that it begins a bit later in Northern Finland, by the end of April. The weather changes from cold to cool. However, it is warmer than in winter. Summer time commences from June to August with average temperature is 20°C. Nevertheless, the temperature sometime rises over 20°C, especially in July. Finally, the rest of months are for autumn. The fall commences at the end of August or the beginning of September. Autumn’s temperature is cool with rainy and windy sometimes. (Infofinland 2017)

In Finland, two official languages are Finnish and Swedish. The proportion of population who use Finnish as native language, are 89 percent while population use Swedish as native language account for 5.3 percent. Besides that, Finnish spoken nationwide, and Swedish is popular in some coastal areas in the West and South and in the autonomous region of Åland. Many Finnish people also speak English fluently; therefore, it is no issue if anyone planning to do business with them in English. (Benjamin 2017)
The gross domestic product (GDP) per capita in Finland was 45,709.08 in 2016, while consumer price inflation accounted for 0.8 percent year-on-year in April 2018. (Trading Economics 2018). Besides that, looking at the import, export and investment aspects in 2017. The volume of import grew by 2.6 percent, while imports for goods grew 4.2 percent, but imports for service went down by 0.6 percent. The volume of export went up by 8.3 percent; while the volume of goods exports and service of exports increased 8.1 percent and 8.6 percent respectively. At the same time, the investment also went up by 6.3 percent, which shows growing prospects for next year. (Statistics Finland 2018)

According to Statistics from Labour Force Survey of Finland, the number of employed persons was 2,476,000 in March 2018 that was 37,000 higher than an earlier year. While the number of employed men increased 30,000 and the number of employed women, also augmented 7,000 compared to March 2017. The ages from 15 to 64 make up 70 percent among total employed persons. Besides that, the number of unemployed persons was 240,000 in March 2018, which was 20,000 lower than one earlier year, and the numbers of unemployed men and women were 130,000 and 110,000 respectively. (Statistics Finland 2018)

### 3.2 Analysis of Finnish Garment industry and entry factors

The Finnish garment industry comprises mostly small and medium sized companies. These companies produce apparel for different purposes such as: work uniform, sports-wear, festive apparel, day-to-day clothing, and protective apparel for workers, firemen, nurses and so on. Besides that, one of the biggest issues of the Finnish textile enterprises is high production cost. Therefore, they cooperate with low-cost countries in Eastern Europe, Southern Europe and Asia for production. In Finland, the garment enterprises concentrate on design, and then they will send the design to low-cost countries in the Far East such as China, Indonesia, Thailand, Vietnam, etc. or the Southern Europe such as Italy, Turkey, Spain, and Portugal and so on. (Flanders Investment & Trade 2017)

At price level, Finland stands at the fifth most expensive European country if applying for clothing comparison. For instance, in 2014, statistical average price of clothing of the EU States was 100 euro. The prices were 114 euro and 105 euro for Finnish and Belgian respectively. (Flanders Investment & Trade 2017)

When entering Finland companies should be aware of the environmental care, quality and safe products are important buying criteria of consumers. These criteria especially have been impressed in Finnish market. For instance, the Finnish consumers like to buy...
clothing made from natural fibers and products satisfy textile standard certification, environmental requirements and social standard for whole process of producing textile. (Liukko 2016)

Naturally, the crucial issues of environment include emissions to air, water and soil, misuse of power and materials as well as using non-recyclable materials. Therefore, many studies conducted to find out solutions. Reprocessing is one of effective ways to handle the issue in textile industry, for instance, using old rags to produce new fabrics and fibers or using textile waste to make new apparels or other products. Another good example is that Finnish enterprise Pure Waste has manufactured without dye. They made only white, black and grey T-shirts and sweatshirts for men and women from sorting textile waste by color and quality. The result of this method has saved 200 million liters of water on average. (Liukko 2016)

Finland is not only about natural care, it is also famous for unique. Santa Claus, Nokia phones, Angry Birds and so on are Finnish famous brands in worldwide. Therefore, Finnish fashion also get influence from this criterion. Apparels and accessories are under Finnish brands often produced from sustainable materials and methods. Especially, they are always unique in the design. The good design indicates everywhere from Finnish large modern architecture such as public buildings to Finnish small items such as everyday glassware in dinner tables. (Business Finland 2018)

Whereas Finnish climate is colder than other countries. Especially in winter, the temperature is usually below 0°C and can be -10°C in daytime. The weather can go down to -20°C to -30°C for some colder periods. Therefore, warm apparels and accessories are necessary to dress during the winter. Some examples of winter outerwear such as padded or thicker jacket, a woolly or warm jumper or hat, gloves, scarf as well as warm winter shoes. Due to this specific side, winter outerwear is one of the potential markets for exporters of winter and warm textile and garment goods. However, producers need to find out the distinct characteristics of winter garments such as dense fabric, hoods, long sleeves etc. in order to satisfy the demand of consumers. (Flanders Investment & Trade 2017)

### 3.3 Finnish textile, clothing and fashion markets

In Finland, the biggest clothing and textile organizations have their own brands, list of suppliers and usually order huge quantities of goods. Therefore, in order to become a supplier for these big companies, new suppliers must study and understand thoroughly their demands and requirements. For instance, the suppliers of Stockmann are from many coun-
tries in the world that satisfy their criteria of supplier such as China, Bangladesh, Cambodia, India, Indonesia, Vietnam, Italy, Thailand, Turkey and so on. (Stockmann Group, 2018). Similarly, S-group also needs new products for their retail chains such as Prisma, Marks and Spencer, Sokos. Nevertheless, in order to become the supplier of S-group, the enterprises need to meet its category specific quality requirements. (S-kanava 2018)

Besides that, the enterprises can enter Finnish market through cooperation with smaller stores or shops in Finland. These kinds of small businesses usually sell diversity of products; therefore, some of them are possible to become partners. The cooperation with these kinds of businesses is easier than the biggest ones, because the requirements for standards, quality from them are not so strict or high, and quantity of buying is small. Garment business is not the only possibility, other products such as sheets, towels, blankets, fabric etc., are potential goods in Finnish market as well. Customers can find these kinds of goods in the department stores or low-cost shops. Obviously, the cooperation with low-cost stores seems easier than the department stores. (Flanders Investment & Trade 2017)

European and national legislation is one of other important factors for entering Finland, hence, understanding about quality standards, standardization and the trend of demographic are necessary. For instance, the average age of Finns is approximately forty years old, which means that the fashion for middle aged people are the potential market. Simultaneously, due to ongoing boom of interior decoration in Finland which also drag on a higher demand on home textiles. (Flanders Investment & Trade 2017)

The important factors that support for the success in the textile, garment and fashion sector are efficient production, fast reaction to trends, sustainability and the ability to satisfy needs of individual consumers. Whereas, digitalization plays a significant role for the success. In the digital era, digitalization seems to appear in every sector from agriculture to space technology. Obviously, this influence also spread out to clothing, textile and fashion sector such as the appearance of 3D modelling, product customization and data analysis. The 3D models not only help to reject the cutting and sewing of thousands of samples, but also easily apply for content of marketing and social media. Along with the development of technology, consumers’ behavior has changed to online shopping, price comparison, sharing or liking marketing contents. While electronic and mobile commerce keeps an essential role for buying behavior of consumers which decide what, where, when and how to purchase goods or services.

According to the survey conducted by the VTT-coordinated DICI (Competitiveness from digitalization in clothing industry) project. The purpose of this project is to find out new
business opportunities for the apparels, textile and fashion sector in Finland. The companies have applied digitalization for their customer service solutions such as social media channels accounted for 89%, online shop is 82%, web marketing is 67%, loyalty schemes are 31%, and mobile applications are 27%. Besides that, digitalization and new technologies solutions also used by businesses such as:

- customer data analyses that include purchase data, focused marketing for loyal customers, etc., accounted for 53%;
- online customer behavior analysis that check for spending time on the site and looking at products by customers is 51%;
- ERP or enterprise resource planning software is 35%,
- Digital printing on fabric or clothing is 29%; and
- Automation of cutting processes is 29%. (VTT Webmaster 2017)

Finally, the enterprises can also consider joining the Finnish garment, textile and fashion associations or organizations in order to get an essential and useful supports. Since then, they can save time, money and efforts for entering new market.

**3.4 Summarizing discussion of Finnish textile industry**

In sum, there are some features that clearly indicate through the Finnish textile industry such as high quality, unique product design and environmentally friendly. However, the latest trends and price-quality ratio are also the important factors for buying decision from consumers’ side. In addition, the participation of foreign clothing and textile competitors has pushed down the prices and the high labor cost that makes Finnish garment and textile companies search for manufacturing outside Finland, especially in low-cost countries. Besides that, the Finnish climate also create more opportunities for apparel and textile companies to expand their business in Finland through the products such as warm clothing and accessories or other products such as sheets, towels, blankets, fabric etc., are potential goods in Finnish market.
4 Entering new market and marketing mix

Marketing mix is the group of four Ps, product, price, place and promotion that are the effective marketing tool for company to reach the target market. The company can apply marketing mix for any activities in order to satisfy the demands of its products or services. The first P - Product includes any kinds of goods or services that the firm sell to the target market. In order to get the products or services; the customers must pay the amount of money, and then it defined as price. Price can also be negotiated or adjust for competition in the market. Place is the third P, includes locations, platforms or activities which support company’ products or services to be available to target consumers. Finally, all activities applied for communicating products or services to target customers, then influence and persuade them to buy the products or services, called promotion. Each element of marketing mix will be included into an effective marketing strategy so that the firm can get their objectives and create a strong positioning in the markets. (Kotler & Armstrong 2012)

4.1 Product and price

It is necessary to develop a good global product strategy before entering to international market. Product can be standardized or adapted in order to meet the demand in the new market. (Kotler and Keller 2012). In fact, there are some kinds of products such as electronic, garment, etc. can enter new market without adaptation. For example, clothes for businessmen and businesswomen, all designs of each brand are quite similar for shirt, trousers, polo, tie, belts and so on. Beside product standardization, the company also need to pay attention to product adaptation for the new market.

There are some different ways of adaptation. First is straight extension, it means that there is not any change for product when introducing into foreign market. It applies for products without additional R&D expense, manufacturing retooling, or promotional modification. The next strategy is product adaptation. The company should alter the product in order for meeting local preferences and demand. The last one is product invention; it requires the firm to create something new to meet different requirements of new market. For instance, low-cost, high quality or nice design products. (Kotler & Keller 2012)

Companies that are planning to sell products abroad must consider whether they should set the suitable prices for the different markets or keep the same price internationally. Price’s setting depends on costs and conditions of local markets. Cost keeps an essential role in price’s setting internationally. Some products can be cheap at home, but they are
outrageously expensive in other countries. For most of the cases, costs come from operations, product modifications, shipping and insurance, imports tariffs and taxes, exchange-rate fluctuations and physical distribution. Hence, a good cost controlling can help to reduce the price. (Kotler & Armstrong 2012)

In fact, perceptions and preferences of consumers vary from country to country which calls for price’s setting differently. Therefore, in various world markets will require different price strategies. For instance, new product can enter into mature markets with the target of gaining mass-market share promptly. This action calls penetration-pricing strategy, which improves market share at a low price. On the contrary, market skimming pricing strategy will apply for less developed markets. It means that new product will sell in the market at high price, because of its uniqueness, and then the price is going to drop for competitive target. (Kotler & Armstrong 2012)

Nowadays, consumers have good awareness of price ranges. Moreover, there are a lot of selling channels that will support for price comparison such as eBay, Alibaba, Amazons, etc. Hence, reference prices should consider during setting the prices. The reference prices encompass fair price, typical price, last price paid, upper-bound price, lower-bound price. While fair price means consumers think the product should cost. Typical price refers to the arithmetic average of the high, low, and closing prices for a given period. Next, last price paid also called closing price. Then, upper-bound price or reservation price is the maximum most consumers would pay. Finally, lower-bound price is a lower threshold price or minimum that consumer would pay, for instance historical competitor prices, expected future price and usual discounted price. (Kotler & Keller 2012)

Each type of reference price has its value to apply; however, it depends on how sellers manipulate them. For example, a seller can position its product among high-class competitors in order to imply that the product also belongs to the same class. When these frames of reference affect consumers, the perceived price of consumers or the price which consumer is willing to pay, may differ from the stated price. For this reason, expectations of consumers play an important role in price response as well. Therefore, a successful seller should effort to frame the price to the signal of as best value as possible. For example, an expensive item can be indicated in less expensive if the seller will break the price into smaller units, such as a €500 annual membership for “under €50 a month,” even if the totals are the same. (Kotler & Keller 2012)
According to Kotler and Keller, the firm will set the price for new product or when introducing the current product into new distribution channel or market. There are six steps for setting the price such as selecting the pricing objective, determining demand, estimating costs, analyzing competitor’s costs, prices and offers, selecting a pricing method and selecting the final price.

Firstly, selecting the pricing objective can base on five major targets such as survival, maximum current profit, maximum market share, maximum market skimming, and product-quality leadership. The clearer objective the company have, the easier it is to set price. The firm will apply survival strategy if they face with overcapacity, intense competition or changing consumer needs. However, the survival objective is only short run objective. In most of the cases, many companies always try to maximize their current profits by estimating the demand and costs related with alternative prices. Nevertheless, it is not easy to estimate the cost functions and the demand. When the firm focus on current performance, it will sacrifice long-run performance due to ignoring the effects of other marketing variables, competitors’ reactions, and legal restraints on price. (Kotler & Keller 2012)

In the same way, some companies believe that higher long-run profit and lower unit costs come from higher sales volume. For this reason, they want to maximize their market share by setting its price as low as possible in order to win a large market share. Even so, the company must consider conditions for applying this market-penetration pricing strategy such as the market is highly price sensitive and a low price stimulates market growth; production and distribution costs fall with accumulated production experience; and a low price discourages actual and potential competition. (Kotler & Keller 2012)

In spite of applying maximum current profit strategy. The company can consider maximum market skimming strategy if it satisfies the following conditions. First, the market has enough buyers with a high demand. Then the firm can ignore the advantage of traffic charging because the unit costs is high enough for producing a small volume. Next, the high initial price will not make more competitors to enter to the market. Finally, the consumers can aware the image of a superior product through the high price. This method will start from high price, after that the price will drop slowly over time. In sum, if a firm possesses a strong brand and its products include values of quality, luxury and premium prices with an intensely loyal customer base. This company will become quality leader in its categories. (Kotler & Keller 2012)

Secondly, determining demand is also an essential part. Normally, price and demand have an inverse relationship, if the price is high, the demand will be low and vice versa.
Accordingly, different level of prices will have dissimilar level of demands and it will affect to marketing objectives of the company. Thirdly, if the demand is in order to set a ceiling on the price, then costs set a floor to the price. Costs encompass production, distribution, selling and all kinds of risks that may happen during selling process. The clear costs covered, the easier price set. (Kotler & Keller 2012)

Fourthly, basing on demand and costs, the firm will determine the possible prices for the product. Even so, this price is just a reference. The company need to evaluate its competitors. If offer of the company comprises more features than its’ main competitor, then that value needs to be added into the competitor’s price. Otherwise, the firm should subtract extra value from its own price, if offer of the firm contains less features than its’ main competitor. After that, the company will make a decision for more, less or same charge for its product. Additionally, the company should also anticipate all reactions of competitor in order to find out the suitable solutions for any cases. (Kotler & Keller 2012)

Fifthly, after the company has got the results of demand, competitor’s price and cost function, it is really to select a price. Indeed, there are three Cs model for setting price such as customers’ assessment for unique product features; competitors’ prices and prices of substitutes provide an orienting point and costs. These three Cs will establish the ceiling price. Therefore, the company will choose one or more of three Cs for selecting a pricing method. (Kotler & Keller 2012)

Finally, the firm start to select its final price from pricing methods and some additional factors such as the influence of other marketing activities, pricing policies of company, gain and risk sharing pricing, and the influence of price on other parties such as distributors, dealers, suppliers, sales force and so on. Indeed, other marketing activities indicate through brand’s quality and advertising. The company can charge premium prices for brands with average relative quality but high relative advertising budgets, because customers are happy to pay higher price for known products instead of unknown products. Furthermore, the pricing policies help to control prices in order to be reasonable to customers and profitable to the company. In the same way, gain and risk sharing price means buyers refuse to buy product due to high level of risk and sellers will give some options for taking a part or all the risk. (Kotler & Keller 2012)
4.2 Placement

Intermediaries are one of the best choices for producers to sell their products internationally. Because intermediaries have their own consumers, contacts, experience, specialization and scale of operation that are effectively support goods to be available and accessible widely into target markets. Additionally, there are still a lot of producers who have not enough financial resources and expertise to sell directly by themselves. The producers mainly sell their physical product through three channels such as a sales channel, a delivery channel, and a service channel. The example of sell channel is direct marketing via television infomercials and ads, inbound or outbound call centers, response mailings, the internet, etc. (Kotler & Keller 2012). While, service channel is to provide the maximum value to the customers. For instance, in a restaurant, the service channel will work as following process: First, procurement of meats and vegetables, then helper will prepare them, after that cook will cook and waiter will serve the food. Finally, customer has been, and place is cleaned. (Bhasin 2016)

A delivery channel is a process that the producer and the end customer are part of each channel and the length of a channel depends on the number of intermediaries. A zero-level channel or it also called direct marketing channel which producer will sell directly to their end consumers. Besides that, a one-level channel includes only one selling intermediary or a retailer. Similarly, a two-level channel encompasses two intermediaries and they are figuratively a wholesaler and a retailer. In the same way, a three-level channel consist of three intermediaries or a four-level channel includes four intermediaries and so on. However, it is more difficult for producer to control a long level channel than a short one. (Kotler & Keller 2012)

The selection number of intermediaries depend on three factors such as exclusive distribution, selective distribution, and intensive distribution. Exclusive distribution will limit numbers of intermediaries seriously because the seller expects to get more knowledgeable and dedicate selling offered by the resellers. Therefore, it is necessary to have a closer relationship between seller and reseller. This strategy can apply for new automobiles or some women’s apparel brands. Selective distribution means only a few intermediaries carry a product which cover a specific geographical area. The suitable products apply this strategy, is high-end items such as designer or prestige goods. The company can increase appropriate market coverage with more control and less cost than intensive distribution. Finally, intensive distribution needs many outlets for selling the products. This strategy applies for snack foods, soft drinks, newspapers, gum and so on. Manufacturers always try their best in order to get intensive distribution in final, so that they can extend
coverage and sales. However, this strategy is not suitable to apply in long-term, because it will cause aggressive competition between retailers. (Kotler & Keller 2012)

The last but not least is to choose channel members. In order to do that, the manufactures should have their own criteria for their decision-making. For instance, growth and profit record, reputation in market, market share, financial strength, cooperativeness and so on. The firms should serve channel members as their end users. It includes determine their needs and wants then altering the channel in order that channel members can receive the most superior value. (Kotler & Keller 2012)

4.3 Promotion and benchmarking

Each foreign market will have different cultures, preferences, customs, etc. therefore, company need to establish a suitable communication strategy for new markets. Therefore, communication adaptation strategy is necessary to apply. It means that different local markets should have different marketing communications. For instance, beer and wine allowed advertising in some Asian countries but not in some European countries, or comparative ads are illegal in Indian and Brazil. Hence, the communications must be acceptable legally and culturally. In addition, personal selling tactics need to consider carefully as well. An indirect or subtle approach will work well in Europe and Asia instead of direct or no-nonsense approach. (Kotler & Keller 2012)

Benchmarking is a performance comparison of many kinds of activities between our businesses with other businesses, so that we can acknowledge our strengths and weaknesses after we can learn from their good performance. Benchmarking can apply for products, services or practices of a business. There are variety of benchmarking methods as followed. (Stapenhurst 2009)

The first method of benchmarking is public domain benchmarking. In this method, the bench-markers collect data from public sources, and then they will analyze these data and provide a report or output metrics. For example, the metrics for comparing airline services are punctuality, pricing, and seat pitch for standard flights. (Stapenhurst 2009)

The second method is one-to-one benchmarking. The concept of this method is straightforward. It means that the bench-marker needs to find out the best performer, and then visit them in order to learn how they are successful in that performance. After that, basing
on the result, the bench-marker will study from their successful practices; adapt or improve them in order for that it is suitable to apply for the current business’s situation. (Stapenhurst 2009)

The third method is review benchmarking. The review benchmarking means a person or group visits several participants; review their certain activities; identify relative strengths and weaknesses, best practices and then make the comparison, recommendations for the findings. (Stapenhurst 2009)

The fourth method is database benchmarking in which the bench-marker usually a reputable or independent consultant, has a reliable database of performance levels from many organizations over time, so that participant can compare its performance to others. (Stapenhurst 2009)

The fifth method is trial benchmarking. This method is quite similar to public domain benchmarking. It is only different from the initiating organization carries out the benchmarking itself basing on the products or services of other participants; but other participants are not aware that they are being benchmarked. An example of airline trial benchmarking is a member of the initiating airline will fly with other airlines to evaluate their aspects of performance such as food’s quality, staff’s friendliness or seat comfort, and so on. (Stapenhurst 2009)

The sixth method is survey benchmarking. It is quite similar to the trial benchmarking. However, the difference is to focus on survey customer’s perceptions of a range of company’ products or services in comparing with other competitors. An example of hotel survey benchmarking, hotel frequently send a survey questionnaire via email to guests for asking their opinion of the hotel compared to their competitors. (Stapenhurst 2009)

The last one is business excellence models benchmarking, it means that an independent assessor will set interrelated criteria in order to capture all key aspects of any successful organization, for instance the European Foundation for Quality Management. After that, an organization will base on these criteria to reflect its success or weaknesses. Excellence models provide a standard for comparing the performance of any group of organizations. (Stapenhurst 2009)
4.4 Entry modes: Indirect and Direct export

Market expansion, especially foreign markets are always the destinations of companies. However, it is a big challenge for enterprises to choose which kinds of entry modes are most suitable for the resource availability of the firms. The entry modes as below mentioned are typical entry modes for market expansion abroad.

According to Mario, the limited resources firms or the firms which do not have enough international business experience, are able to choose export as their first step in foreign markets. The advantages of export are fast and less risky entry mode in foreign market. However, the major drawback of export is risky in finance due to not getting money back after exporting the cargo. Even so, the firms can also reduce the risk from asking for payment in advance or using export credit insurance or letter of credit. Export is transactions that the company delivers goods or services to an importing firm under contractual agreement. There are two types of export, which distinguished as direct and indirect export. The typical distinction between direct export and indirect export that is to use intermediator or not. The direct export is a case that the firm sells its goods directly to customers in other countries. The firm will manage everything from negotiations to contracts by itself. In this case, the company needs more resources for the process as well as get back more benefits from the direct transaction than indirect export. Meanwhile, the indirect export is a situation in which the company use an intermediator to sell its products to customer abroad. By applying indirect export entry mode, the exporting firm will not confront with unfamiliar negotiation behaviors and language barriers. However, the business of exporting firm abroad will completely depend on the intermediators in which the intermediators not only carry goods of the importing firm, but also carry goods from other competitors. (Glowik 2016)

4.5 Contract manufacturing

Nowadays, under intensive competition in the market, companies always try to find out the most suitable strategies for their business situation such as lowering down cost of products. In this condition, the contract manufacturing is one of the best choices for the firms. The contract manufacturing is a situation when a company searches for another company abroad to manufacture its products. The manufacturers will receive all the specifications and even the required materials for production process from the company. However, the manufacturers also require meeting all criteria and expectations from the company such as certification, quality, quantities, conditions, delivery punctuality and so on. By using this entry mode, the company can get advantage from reducing production costs and saving logistics costs in case of the target market abroad is a local manufacturing. Besides that,
the brand of manufacturer is able to enter faster into foreign market through the contracted company than via foreign direct investments entry mode. Nevertheless, the contract manufacturing can also exist the drawbacks such as the company will not totally control the administrative and manufacturing process. For instant, the working condition standards or the quality control does not satisfy as the contracted agreement, and then the manufacturer may damage its reputation in the foreign market. (Glowik 2016)

4.6 Strategic alliances and foreign direct investment

Strategic alliances are one kind of cooperative strategies of market entry. Strategic alliances allow two or more international companies to have partnerships in the same or different industries. Each alliance partner can access to shared relevant resources such as client data or distribution channels. Besides that, the firm may depend on its strategic purposes in order to find out its partners from suppliers, competitors or even customers. From these cooperative relationships, the local company can help the firm to handle issues that derive from government and public approval for the business establishment. Furthermore, the foreign company will share with the firm valuable information and regional marketing expertise, for example, client data, customers’ tastes in the design, purchase attitudes, service expectations, technological and managerial knowledge, etc. The strategic alliances are able to satisfy the product branding strategies of the firm in foreign market such as using an existing brand to the new product, creating a new brand for a new product or working with local brand in order to set up a new brand for new product. (Glowik 2016). An example of strategic alliances in fashion area that is a collaboration between H&M and American fashion designer Alexander Wang in order to create The Alexander Wang x H&M collection. This collection featured apparel and accessories for women and men, and the full collection was available in 250 H&M stores worldwide in 2014. (H&M 2014). In accompany with advantages, the strategic alliances also appear potential drawbacks during resource transfer process. Especially, the partner is the firm’s competitor. Therefore, it is extremely important to choose the right partner for the cooperation. (Glowik 2016)

As a firm has developed its foreign business successfully, it may consider expanding to target markets abroad through foreign direct investments. Foreign direct investment (FDI) or cross-border investment is a firm owns another firm in a different country. It means that the firm is directly involved day-to-day business activities in another country. There are several forms of foreign direct investment. The basic form is sales branch or retail store, also called horizontal FDI. Horizontal FDI is a case when a firm builds a store in another country to sell its goods to the local market. This form is the lowest form of financial involvement of foreign direct investment. Another form for deeper market penetration
that is vertical FDI. Vertical FDI is a case when a firm invests internationally to provide input for its core operations in its home country, for instance, the company invests manufacturing facilities in another country. (Econmy 2018)

Two next other forms of FDI are merger and acquisition. Merger is in case those two companies combine in order to form a new company. International merger is a combination of similar size companies in different national origins. While an acquisition is a situation when a firm keeps most or all shares of another company in order to take control of business. In contrast to acquisition, a Greenfield investment is a situation whereas a company develops or builds up entirely new organization in another country. (Glowik 2016)
5 Research approach and methods

This chapter describes the research methods used for this thesis. We start by presenting the research approach and then the data collection and analysis process. The chapter ends with a short discussion on how we took care of the issue related to reliability and validity.

5.1 Qualitative research approach

What is a qualitative research? There are different meanings to describe qualitative research, however, according to online source it is a type of social science research that collects and works with non-numerical and that seeks to interpret meaning from these data that help understand social life through the study of targeted populations or places. Methods of qualitative research includes interviews, observation, surveys, content analysis, and oral history. (Crossman 2019)

Our research approach for the thesis was to conduct qualitative research that is through interview. That means we were to contact companies for interview time and present them with our questions for our research. However, due to their busy schedule they were not able to find time for us but they managed to answer through an email which was excellent. Unfortunately, not all of the contacted companies were able to answer our questions through email.

5.2 Data collection process

Throughout our research for the thesis we collected data through internet articles, websites and by sending questions to the chosen companies that could respond to us. Unfortunately, not all chosen respondents were able to answer our inquiries, for them we had to rely on their website pages and visiting their local stores that were nearby us. Our data collecting process was through email contact as they could not have time to meet us for an interview and as mentioned that we also visited the shops for mystery shopping.

We contacted the companies through email and requested their time for interview. We never did get time for an interview but one of S group stores was able to respond to our questions through email.

The selection of companies for interviewing due to some typical following reasons. Firstly, they are the largest, well known and most successful companies with markets spread
across the country. The next reason is that they cooperate with the suppliers and manufacturers in different countries, especially from Asia for supplying or manufacturing their products and from parts of Europe. Then finally, these companies are the reputation and reliable partners, therefore, the cooperation with them will help the company avoid many potential risks when entering new markets.

We made a list of interview questions and contacted three group companies in Finland such as S Group, Stockmann, Kesko for the interview. We use open-ended questions, instead of closed-ended questions, because we will send the interview questions to the companies through e-mail and they have a lot of time to think about and answer the questions. Furthermore, the open-ended questions will provide us much more information we need to know than the closed-ended questions. Unfortunately, we only received feedback from S Group. Other companies said that they are so busy and cannot arrange their time for the interview. Therefore, we spent most of our time for searching information in their websites or in reliable sources on the internet as well as visiting the shops and department stores in order to get the necessary information to support our report.

5.3 Data analysis process and reliability and validity

Due the fact that through our questions had only one response from the contacted companies, the data analysis process was somewhat challenging. But with the response we got and with our online research through the company's website pages we were able to analyze the information and compared it with their merchandise that we looked through the mystery shopping. Through the company's website pages, we were able to analyze the information in such a way that we found out more about their suppliers and what criteria they look for in terms of their products etc.

During our data collection and research, we were faced with some issues. Our first problem was to figure out which companies we were going to contact and how many. However, that was not the only concern, we were also faced with the situation of what happens if we do not get any responses from contacted companies.

Once we selected the companies and searched the internet for contact information, we sent emails and requested for interview time. After we have received the response to our emails, we did not get time for interview. Next solution send the questions to them through email so they did not need to make time for interview. Our other solution if we did not get all the response through email was to do mystery shopping for those companies and searching more information through their internet reliable sites.
6 Key results and analysis

6.1 Interview results and analysis

The aim of this research is to help An Phuoc company to have an overview and better understanding about Finnish apparel market, then the company itself can find out an possible opportunity to enter this market through the result of the research. Meanwhile, Export is a fast and less risky entry mode in new market. Therefore, we are planning to interview some big and well-known Finnish companies in order to understand clearly about their requirements as well as expectation from their suppliers. The following feedbacks are from S Group which is looking for new products for its markets and stores, although its current products are very diverse.

The priority criteria for evaluating a supplier is based on supplier’s product quality and environmental responsibilities, especially, S Group would like to know about supplier’s audit processes for quality and environment, buying price, availability of volume, as well as workmanship. According to company’s response, there are some questions that it may ask when getting supplier references such as “Who are supplier’s customers? What kind of testing processes supplier has for quality and environmental issues? What is supplier delivery accuracy?” However, the most important factors that make S Group decide to cooperate with supplier are buying price and quality which are value for money.

Basing on S Group’s criteria, it searches for new suppliers through international sourcing companies all over the globe as well as meets proactive vendor by itself. Because S Group’s aim is the good buying price, therefore, the import is its main target, but of course, it also values Finnish products. Nevertheless, the final decision also depends on customer demand.

Besides above mentioned information, the feedbacks also show out some other factors. Firstly, the minimum order quantity from S Group will depends on the category and is the order repeat order or not, but it could be 500 pcs or 20 000 pcs per style. Secondly, S Group refers the first choice of payment terms as opening account. Though, others can be possible. Moreover, due to the continuous change of many factors in the market, a price change is also one of considerable factor. Whereas, S Group handles this issue through negotiation, especially in the case of price increases. The next crucial factor is transportation or shipping. S Group uses an international forwarder to consolidate its shipments. Be-
sides that, it has also its own logistic company Inex Partners oy, which handles SOK import issues. The last but not least, becoming S Group’s vendor is not the final result. S Group is possible to cancel the supplying contract in case of the vendor violated the quality issues or intellectual property rights. In sum, the requirements of S group is not so difficulty to apply. These seem the basic requirements from the big companies for their vendors. Hence, the vendor can try to contact S Group for collaboration if its company can meet S Group’s requirements.

6.2 Clothing and textile associations in the Finnish market

6.2.1 Muotikaupan Liitto ry or the Fashion Trade Federation

Muotikaupan Liitto ry or the Fashion Trade Federation is the Finnish Association of Fashion Retailers. Its members include the businesses working in the textile, clothing, leather, shoes or others involved to fashion. The association put benefits of members in the top priority within its operation. Its activities aim at developing the business environment for fashion retail, maintaining cooperation networks in the industry and influencing social decisions and legislation. Beside extensive and versatile membership services, the association also provides another service involved to media, consumers, and other fashion trade. Furthermore, the association also promotes for both national as well as international fashion within the network of consumers, suppliers and other interest stakeholders or partners, then creating the relationship and cooperation among members. The members can get a lot of useful information such as business hours; taxation, labor legislation and EU legislation that affect the actions in shops as well as consumer habits by working together. (Muotikaupan 2018)

In addition, the federation also provides advice on employment issues, law enforcement, supplier issues, consumer complaints, online store and other sales channels as well as any clothing related issues. Members of the federation can take other advantages as well, for example, free legal services, business consulting, cashier and warehouse advice and business coaching. Moreover, the members can regularly get the information on topical issues regarding trade legislation and agreements, terms of employment, statistics, studies and the field of special things, making sure that the entrepreneur can focus on the essentials. The Federation also informs Finnish media about the field, trade and fashion trends and the news of its member companies. Besides that, the federation likes to respond to consumers’ questions in order to understand deeper the need and demand of consumers in fashion. (Muotikaupan 2018)
Finally, the association publishes quarterly fabulous fashion magazine, Modin. The magazine deals with the key issues of clothing trade and fashion from a broad and professional perspective, for instance, the state, the development and the future of fashion and trade, and the trends and novelties of the upcoming season. (Muotikaupan 2018)

6.2.2 TMA

TMA is commerce association of fashion and sports sector in Finland. TMA is a wholesale, import and export commerce of textiles, garment, sport products and footwear. The association’s members include department stores and retail chains, fashion and sports suppliers, distributors and marketers. The members of TMA represent about 80% of the Finnish wholesalers, garment stores, footwear stores and sport shops. (TMA 2018). They are very popular, and customers can find them everywhere in Finland. There are some typical examples of members as followed:

- The department stores are citymarket, Prism, Sokos, Stockmann, Tokmanni, Lidl;
- The fashion stores and chains such as Dressmann, H&M, Halonen, KappAhl, Jack&Jones, Vero Moda and so on;
- The sport chains encompass Intersport, Stadium, Athletes foot, XXL, etc;
- The textile stores include Stockmann, Citymarket, Prism, Sokos, Tokmanni, Halonen, Marimekko, Eurokangas, Ellos, etc;
- The supplier include M.A.S.I Company OY, Viking Footwear Oy, Triumph International OY, Novita OY, Esprit.

TMA is a cooperation organization and it works for the benefits of its members. The members can get fresh market information on fashion and sporting goods sales and update changes in laws, regulations and government regulations in time. Besides that, the members also receive free advice on employment, use available trade and representation contracts as well as another information such as safety and chemical requirements in products. Finally, TMA organize training courses according to members’ needs. (TMA 2018)

6.2.3 STJM – The Finnish Textile and Fashion Association

STJM - Finnish Textile and Fashion is the central organization for textile, clothing and fashion enterprises in Finland. However, its operation is global. It builds the bridges among international organizations, companies and service providers in this sector. STJM is a good partner for entering the Finnish textile and fashion market. STJM’s operation is
to create the beneficial trade environment for members. STJM’s target is to help the members have a good chance to develop, internationalize and succeed. Furthermore, STJM also support to build capabilities of e-commerce, branding and marketing for its members as well as provide company-specific counseling, training and events. STJM can support for labor negotiations within the textile, fashion and garment industry. Whenever, the members have any problems involved to the local and international labor legislation, STJM is available to help. (Finnish textile and fashion 2018)

The goods of members are variety such as clothing, home textiles, sportswear and outdoor apparel, industrial non-woven and technical industrial textiles. Safety and quality products are crucial factor in this sector. Therefore, STJM strictly follow standardization and collaborate with the EU bodies towards using less of chemicals and less harmful chemicals. (Finnish textile and fashion 2018)

The business environment is changing all the time. STJM always keep looking for new business models and funding opportunities. In addition, STJM still cooperate with government bodies, research centers, universities and schools to organize different programs that strengthen innovation, creativity, growth and internationalization for education purpose. (Finnish textile and fashion 2018)

6.2.4 Nimettömät - Association for Lingerie Distributors and Importers

Nimettömät is a lingerie distributors and importers association. The mission of Nimettömät is quality of products. It helps members and especially underwear’s shops aware that products’ quality is one of the crucial factors for success in operations of businesses. The association catches up the general requirements and development of the sector. In addition, Nimettömät also raise its well-known profession through organizing exhibitions and fashion shows as well as taking part in fashion shows. These activities help members have a good opportunity to show up their goods, increase awareness of the brands or shops as well as widening their network. (Nimettömät 2018)

6.2.5 Finnish Foreign Trade Agents’ Federation

FFTAF or The Finnish Foreign Trade Agents Federation is an association of commercial agents, importers and distributors in different industries. FFTAF operates for profit of its members. The target of its operations is to support for development of business through national and international networks, lobbying, membership services and fairs. Besides that, FFTAF also becomes a member of many international organizations such as the Nordic Trade Agent Federation, Internationally United Commercial Agents and Brokers
(IUCAB), an international database for agents and distributors and so on. Therefore, the federation can effectively support for its members regarding to issues of legislation, commercial agents' rights and obligations. Furthermore, members of FFTAF can receive legal counseling or refer various types of contract templates from the federation as well as access a Nordic database. The database is the valuable source for members to find out their agents or distributors from a specific region or segment. Moreover, enterprises can show up their needs for an agent as well as advertise their goods in the database. (Finnish Foreign Trade Agents Federation 2018)

In addition, the Finnish Foreign Trade Federation is also one of organizers of a well-known trade fair, called Polarstoff and other events. Polarstoff is a fabric fair. This trade fair attracts a lot of participants such as members of the federation, Finnish fabric manufacturers, exhibitors as well as professionals from various industry sectors. The exhibitors are presenting for European manufacturers from Italy, France, Switzerland, Austria, Great Britain, etc. and collections from outside the Europe, such as Korea, India, China, Hong Kong and Indonesia. In the trade fair, the participants can discover the latest fabrics, accessories and trimmings within the garment industry. However, one of the most important reasons of the events is to create network and relationship among agents, clients or even existing or prospective customers. (Finnish Foreign Trade Agents Federation 2018)

6.2.6 Ornamo

Ornamo is an expert design organization and founded in 1911 in Finland. Ornamo’ members are professionals in design and total members are up to 2 500. They are working in different fields of design such as industrial design, textile and fashion design, digital design, interior design, furniture design, service design, package design, contemporary craft and art. (Ornamo 2018)

Ornamo conducts annual surveys within the design sector and the labor market as well as collects data of employment trends, salaries and wages in order to ensure that designers can receive the appropriate compensation for their tasks. Furthermore, the members can also get a valuable counselling about employment matters such as contracts, salary expectations, entrepreneurship, intellectual property rights and legal issues. Designers and artists can also use the contract templates from Ornamo. (Ornamo 2018)

In addition, the members of Ornamo can participate in professional events and seminars and interchange their know-how to professionals in design fields and learn from them. Then, the members are possible to find out good partners and create invaluable network
and contacts in order to support for their current or prospective careers. Moreover, the members have an opportunity to improve knowledge and skills through the training sections such as procurement and marketing, financing, entrepreneurship, intellectual property rights, employment and pricing. The members can also receive print magazine from Ornamo that will update the latest phenomena in the design, search for new customers in Finnish designers.fi or update their portfolio in this platform to be founded from other design professionals. (Ornamo 2018)

Finally, Ornamo provides a good opportunity for their members to apply for residencies in West Africa, Benin or New York. In addition, Ornamo also takes part in fund of the IAET unemployment or get benefits from the professional and labor market organisation Academic Enemic Engineers and Architects in Finland TEK as well as get discounts on museum admission fees, at shop or on magazine subscriptions and so on. (Ornamo 2018)

6.3 Textile Fairs in Finland

6.3.1 PolarStoff

PolarStoff names for sales exhibitions and the only one big professional textile fair in Finland. However, the enterprises or clients can participate in other big textile fairs around Europe. PolarStoff organized two times per year by clothing industries, the Finnish Foreign Trade Federation and the Finnish Textile and Fashion Association. Enterprises and customers can have a good opportunity to discover diversity of textiles goods such as garments, raw materials of textiles, accessories, household products and so on. (Agenttiliitto 2018)

6.3.2 Habitare Fair

Habitare is the biggest event for interior decoration, design and furniture in Finland. Habitare fair takes place at Messukeskus where companies, agents, manufacturers and so on show up their goods or services as well as increase their brands’ awareness. The event organized annually and exhibited diversity of products and services such as kitchens, bathrooms and saunas, interior decoration materials and supplies, furniture, surface materials, fireplaces, Habi kids, crafts, lighting, houses and housing services, domestic appliances and digital solutions, lifestyle solutions, interior decoration accessories and services, education publications and servies and start-ups. (Habitare 2018)

Besides that, the event offers the best opportunity for participants to find out their potential consumers as well as meet up with professionals and influencers, media representatives
in the sector. Moreover, this is a good opportunity for visitors to discover surprise and inspiration from old, new and different styles of abundant items in the industry. (Habitare 2018)

### 6.3.3 ID Helsinki

ID Helsinki is a leading professional event for project outsourcing, public spaces, offices and workspaces in scope of interior design. ID Helsinki is a convergent place for suppliers, service providers, designers, manufacturers, importers, agents and people who are working with architecture, workspace design, service design, hospitality industry, real estate management or related media. (ID Helsinki 2018)

In the ID Helsinki event, visitors can visit exhibition halls, join the speeches from experts in order to get useful information, advices and contacts as well as enjoy the afternoon party in a relaxed atmosphere. The two-day event provides helpful current knowledge and future prospects. Moreover, it is a good opportunity for visitors to be acquainted with companies, products and services in the industry, upgrade their professional knowledge and network as well. (ID Helsinki 2018)

### 7 Textile and garments: producers, wholesalers and retailers

#### 7.1 The biggest companies, wholesalers and retailers

**7.1.1 Marimekko Oyj and Nanso Oy**

*Marimekko* was established by Armi Ratia, a visionary businesswoman in 1951. It is a well-known Finnish design enterprise and famous for its original prints and colors. The noteworthy of Marimekko’s goods is well-designed, timeless, high quality and appropriateness. Marimekko’s product category include apparels, bags, accessories and home decoration items such as cushion covers curtains, tablecloths, bedspreads, wall-hangings, etc. The interior design includes both classic and new seasonal collections. Marimekko’s fashionable clothes designed with the liberating practicality, aesthetic qualities and deep personality for each object from children to adults. The coordination among collections of bags, apparels and accessories such as scarves, socks and gloves along with classic and new seasonal models has created a unique feature for Marimekko’s products. This uniqueness also helps customers distinguish Marimekko’s brand with others. (Marimekko 2018)
Price of product depends on many factors such as amount and quality of materials, design, quality, technical details, and production volumes and so on. Though, in the pricing aspect, Marimekko set the price that as many clients as possible have the affordability to buy the products. However, Marimekko’ clients focus on quality and design than other factors. (Marimekko 2018)

Marimekko possesses approximately 150 stores in roughly 40 countries and focuses on core markets such as the Asia-Pacific region, Northern Europe and North America. Besides that, the flagship stores of Marimekko located in big cities such as New York, Tokyo, Hong Kong, Sydney, Helsinki and Stockholm. Total number of Marimekko’ employees is 450 people. (Marimekko 2018)

Marimekko promote its products and brand awareness through its website and social media platforms such as Facebook, Instagram, Twitter, YouTube, Pinterest and LinkedIn. An example among these activities is that Marimekko posts its fashion magazine articles on its Facebook page. The purpose is to illustrate for its valued brand and engage clients to buy from Marimekko in order to gain part of that value. (Rikupetseppala 2014)

The competitive advantages of Marimekko are fabric printing, design expertise and in-house manufacturing. Due to high requirements for the products, most of Marimekko’ products are manufactured in Europe and it’s only one third are produced in Asia. Furthermore, Marimekko, itself also possesses the textile printing plant in Helsinki which makes Finland become a major production country of Marimekko. Marimekko’s products are manufactured at approximately 120 factories of seventy partners in many countries such as Portugal, Turkey, Estonia, Italy, China, Thailand, India, German, Taiwan, and Vietnam and so on. Marimekko particularly pays attention to the manufacturing conditions of its suppliers and manufactures. Therefore, the representatives of Marimekko regularly visit the factories to ensure their requirements to be well-placed. (Marimekko 2018)

**Nanso established in 1921** and headquartered in Nokia, Finland. Nanso is one of the largest garment companies in Finland and its name changed to Nanso Group in 2007. Nanso Group is the manufacturer and distributor of clothing for men and women. Its products include mostly cotton clothing, T-shirts, nightwear, undershirts, underwear and socks. All design activities happen in Finland and manufacturing is in Portugal, Turkey, China or India. (Nanso 2018).

In Finland, Nanso Group has about 400 employees. The best-known brands of Nanso Group are Nanso, Finnwear, Black Horse, Hyvon, Vogue, Amar, Norlyn and KS Socks. It
is quite similar to Marimekko, products of Nanso Group focus on unique design for printed patterns and knitted fabrics form, high quality of materials, application of latest technological innovations that has contributed to the success of Nanso Group. (Nanso 2018)

In basic comparison on selling prices of products between Nanso Group and Marimekko, the prices of Nanso Group are cheaper than Marimekko’s. For instance, the prices of dresses of Marimekko are about €105 to €305, while the prices of Nanso Group are approximately €80 to €110 (Nanso & Marimekko 2018)

Beside Finnish market, Nanso Group also expand to other markets such as Central European, the Scadinavia, Russia, UK and Canada. Especially, Nanso Group has a subsidiary in Estonia; sales companies in the Russian Federation, Sweden, and Germany; shops in Finland such as Helsinki, Vantaa, Tampere, Hämeenlinna, Jyväskylä, Lahti, Hamina, Heinola, Ikaalinen, Joensuu, Kokkola, Kuopio, Raisio. (Nanso 2018)

Nanso Group advertise its products as well as increase its brand awareness via its website and social media platforms such as Facebook page, Pinterest, Instagram and Twitter. (Nanso 2018)

7.1.2 Kesko Oyj and S Group

Kesko is one of the pioneers in trading industry in Finland and the third largest retailer in Northern Europe. It has about 1,800 stores operating in Finland, Estonia, Norway, Latvia, Sweden, Lithuania, Poland and Belarus. Kesko hires approximately 42,000 employees. Kesko is based in Helsinki. The core criteria in trading of Kesko is to focus on quality, strong customer orientation and the best digital services. Kesko’s business portfolio encompasses the grocery trading, building and technical trading and car trading. The typical chains and brands of grocery include K-Citymarket, K-Supermarket, Pirkka, K-Market, Kespro, Hehku, Neste. The stores that sell clothing from sportswear, women’s clothes, men’s clothes, and children’s clothes, shoes and accessories are Budget sport, Intersport, Kesport, Kookenkä, Onninen, K-Citymarket department store. The noteworthy chains and brands of building and technical trade are K-Rauta, Buget sport, Intersport, Kesport, Kookenkä, Onninen, etc. The well-known brands for car trade are Volkswagen, Hyötyautot, Audi, Seat, Porsche, Man, K-Caara. Besides that, Kesko has set up a new health and well-being store chain called Hehku in combined with Oriola, the pharmaceutical distributor in January 2018. (Kesko 2018).
Kesko has over 199 products in clothes collection sold in their K-stores. Kesko has a list of suppliers in high-risk countries, which are manufacturing its own brands of garments, accessories, shoes and bags. These suppliers are from China, India, Bangladesh and Malaysia. The well-known brands of Kesko encompass Mywear, Andiamo, Piano, Tango, 4Feet, Impuls, Jess, Henry’s, Lotta & Lassi and Prosec. Consumers can purchase these kinds of products at K-Citymarket and the Kookenna stores. Kesko’s clothing are marked with the country origin from where they are manufactured. The manufactures in the high-risk countries can only become suppliers of Kesko if they passed the social responsibility audit. These international social responsibility assessments systems include BSCI auditing and SA8000 certification. (Kesko 2018).

Kesko’s prices in terms of their clothing and other products compete with S Group. These two Groups have been competitors, for example, in their department stores K-Citymarket and Prisma one of S-Group’s department store. However, it has strategized its pricing range at a very competitive advantage with the S Group and other companies that has similar range of products. Kesko prices are affordable and suit the daily needs of its consumers.

Social media is an effective communication channel of Kesko in a dialogue with its consumers and stakeholders. These channels encompass K-Group's websites, Facebook, Twitter, YouTube, LinkedIn, Instagram, Pinterest, blogs and so on. (Kesko 2018).

**S Group** is a Finnish corporation including group of companies. It hires 37,000 employees in 2017. The crucial operations of S Group are in the retail and service sectors with more than 1,600 outlets in Finland. Business operations of S Group are composed of twenty regional cooperatives, SOK Corporation and its subsidiaries. According to the principles of cooperative activities, owners of cooperatives are their customers and called co-op members. Besides that, the cooperatives are owners of SOK Corporation. SOK Corporation known as the central company of cooperatives and in charge of procurement, expert, support services, the strategic guidance for S Group and the development of the diverse chains. (S-kanava 2018)

Scope of business operations of S Group is extremely diverse. It spreads in prominent areas such as supermarket trade, department store and specialty store chain in fashion and beauty, travel industry, hardware trade, service station store and fuel sales, hospitality business, automotive and agricultural outlets and bank business. The noteworthy markets, department store and specialty store as most known as Prisma, S-market, Sale and Alepa, Grocery store ant ABC service station stores, Sokos, Emotion and Marks and
Among markets and stores, customers easily find out their favorite fashion style of clothes, hats, shoes, bags, underwear, socks, etc. At Marks and Spencer, Sokos and Prisma. (S-kanava 2018)

S Group’s operations aim to provide its consumers with the most benefits in a profitable manner such as high quality products and services at affordable prices. S Group tries to differentiate itself from others by attracting more local clients with its customer loyalty and membership programs. In a similar way to Kesko, S Group promote its products, services and brand awareness through its website, apps, mobile phone and social media platforms such as Facebook page, Instagram, Twitter, YouTube and Pinterest. (S-kanava 2018)

Although products and services of S Group are extremely diverse, it is still looking for new products for their markets and stores. This is a great opportunity for new suppliers, who would like to sell their products to Finnish market if these suppliers are able to meet its expectations. The new suppliers can contact S Group by filling in its ‘Supplier preliminary data form’, and then the persons who are in charge of the field will contact them shortly. (S-kanava 2018)

7.1.3 Stockmann Oy and Tokmanni

Stockmann is a Finnish listed company and founded in 1862. Its operations are in the retail trade. Until 2017, Stockmann attracts 47 000 shareholders and hires approximately 7 000 employees. The operations scope of Stockmann are in three parts such as Stockmann retail that includes eight department stores and an online store, Real estate and Lindex is a fashion chain and possesses about 500 stores in 18 countries and an online store which spread out in Europe and Norway. (Stockmann 2018)

Product range of Stockmann is extremely diversity in consumers’ goods like food, fashion, cosmetics and household products. Besides that, eco-friendly products as organic products, recycled materials or eco-label products are the top choice of Stockmann. In fashion area, customers are able to buy the products from Stockmann department stores or Lindex stores. The fashion journey of Stockmann focuses on their own brands. They hire twelve Stockmann and thirty-five Lindex fashion designers in order to create collections marked their own uniqueness. Therefore, their employees design almost garments that sold at Stockmann department stores and Lindex stores, and customers are not able to find their own brand products in other places. (Stockmann 2018)
Stockmann does not possess any production facilities or factories. Hence, all their fashion products are manufactured from contractors in other countries such as European countries, China, Bangladesh, Turkey, and India and so on. Meanwhile, there is about 80 percent of fashion products purchased from Asia. Besides that, Stockmann has a number of criteria in process of choosing supplier. However, the most crucial criteria are to meet the needs of Stockmann and its code of conduct, to have experience and ability in supply chain, high quality products at reasonable price, good CSR system that satisfy working conditions and environmental protection, especially able to maintain a long-term relationship. (Stockmann 2018)

In addition, Stockmann possesses good media channels that successfully contribute to show its image and influence its consumers. These media channels are working both online and offline, for instance, website, newsletter, social media, direct mailings, print magazines or in-store media such as windows, atrium or facade banners, video walls and events. Besides that, Stockmann’s Crazy Days is the most renowned sales campaign in Finland. This campaign happens in both department stores and online store. The campaign attract hundreds of thousands of clients to visit department stores and online store buy products at crazy low prices. This is also an excellent opportunity for plenty of brands show up their products and increase their brand awareness. (Stockmann 2018)

**Okman Oy** founded by Kyösti and Kari Kakkonen in 1989, then the company's name changed to Tokmanni in 1991. Tokmanni is the largest and nationwide general discount retailer in Finland. The company hires approximately 3,558 employees and possesses about 186 stores in Finland and its online store by the end of 2018. Tokmanni operates its business successfully based on its strengths such as a strong national brand, attractive and wide range of good quality products, low price image, a pleasant customer experience as well as a national store network. (Tokmanni 2019)

Its product categories encompass groceries; clothing for men, women and children including shoes and accessories; home, decoration and garden; home cleaning and personal care; leisure and home electronic; tools and electrical equipment. The products of Tokmanni come from the top international brands, Tokmanni' own label products as well as non-branded products. Products of Tokmanni come from several various suppliers, for instance, Finland, other European countries and Asia. Tokmanni aims to increase its sourcing directly from vendors and countries that offer low manufacturing costs. An illustration for this target is to cooperate with Europris - Norwegian company located in Shanghai in a form of joint venture. Tokmanni sources its products directly from vendors and omits intermediaries that make Tokamanni is able to offer its goods at a lower price. Suppliers are
able to find out more information about general terms and conditions for procurement of products in Tokmanni’s website. (Tokmanni 2019)

Tokmanni uses quite similar marketing and advertising platforms as other companies. They are include its website and social media platforms such as Facebook page, Twitter, Instagram, LinkedIn and YouTube. Moreover, Tokmanni tries to fine-tune its direct advertising and rise store-specific marketing in social media as well as put more investment in marketing and advertising its private label brands in order to strengthen its marketing and advertising efforts. The outcomes of these efforts has improved the exposure of seasonal assortment and highlighted its suitability for the season. Besides that, Tokmanni has heavily invested in digitalization. It indicates through building a system platform that enable a multi-channel approach. The purpose of this platform is to help Tokmanni with reaching and serving its clients and developing sales digitally. (Tokmanni 2019)

7.1.4 L-Fashion Group Oy

Luhta is a Finnish family business founded by Vihtori Luhtanen and his wife Jenny in 1907 in Lahti. At the beginning, the store only sold lingerie for men, women, and embroidered aprons. Then, the business’s operation expanded, the store sold more products that are quite popular fashion at that time such as sweatpants, molsk, nanking and Everlasting pants, as well as a regatta shirt. In 1928, Luhta had its first industrial sewing workshop after it became a customer of Board Members of Wholesalers Association. In the early 1990’s, the company’s name changed to L-Fashion Group Oy in order to respond to the operations. (Luhta 2019)

Until now, L-Fashion Group has developed from a small business to an international clothing company. Now, it is one of the largest clothing companies in the Nordic countries, which offers daily wear as well as sportswear for men, women and children such as offers accessories, socks, jackets, vests, hoodies, knitwear, shirts, trousers, sweaters, headwear, gloves, scarves, belts, skirts, swimsuits, headwear, and so on. The Group hires about 1,700 employees. Its well-known brands are Luhta, Icepeak, Rukka, Thursday, Sinisalo, Ril’s, O.i.s. Story, JAP and Your FACE. (Luhta 2019)

Most of L-Fashion Group’s manufacturing operations conducted in China where its own subsidiary take cares almost production’s activities. Beside the network stores in Finland, L-Fashion Group also exports its products to other countries such as Russia, France, Germany, the Netherlands, Sweden. North America and Asia. (Luhta 2019)
In one hand, Luhta use the similar platforms as other companies for its marketing and advertising purposes, for example, its website and social media platforms such as Facebook page, Instagram, LinkedIn and YouTube. In another hand, Luhta increase its image and brand awareness through sponsoring. Luhta is a sponsor for a lot of well-known top athletes and public figure with great success such as Formula 1 world champion Keke Rosberg, Race car driver Ari Vatanen, Ice hockey player Jari Kurri and American movie star Don Johnson. Furthermore, Luhta’s image will appear in sports events in PyeongChang in 2018, in Tokyo in 2020, and in Beijing in 2022. In these events, Luhta is going to design and produce clothing for the Finnish Olympic team. (Luhta 2019)

7.2 Other well-known garment producers & retailers

7.2.1 Turo and Hallonen

Turo is one of the oldest and best-known fashion brands in Finland. Turo established in 1938 by three young entrepreneurs. Its products include clothes for men and specially suits. The feature of the collection reflected through the unique, modern and concentrated design and combined with characteristics of high quality, easy to wear and timeless have created the best-known brand of Turo today. Besides its own shops, customers can also buy the products of Turo in other big stores such as Stockmann, Halonen, Sokos, Harald & Fanny, Carlson, Moda and so on. The stores of Turo spread across Finland such as Helsinki, Espoo, Forssa, Huittinen, Hyvinkää, Hämeenlinna, Imatra, Joensuu, Jyväskylä, Jämsä, Kajaani, Kokkola, Lappeenranta, Oulu, Porvoo, Tampere, Turku, Vaasa, Vanta, etc as well as expand to other countries such as Sweden and Denmark. Similar to other companies, Turo promotes its image through its website, blog and social media platforms such as Twitter, Facebook, Instagram and Pinterest. (Turo 2019)

Halonen is one of the largest private Finnish fashion companies. The company established in 1932 with stores spread throughout big cities, malls and shopping centers. Halonen is based on Helsinki, but its sister company, Oy Carlson is located in Eastern Finland. Halonen hires approximately 450 fashion professionals and experts. In comparison with other large fashion companies that have their own unique characteristics such Marimekko or Nanso Group, Halonen’ brands concentrate on quality, fit and price. Customers can buy good quality product in Halonen at reasonable price. Halonen has a wide range of product portfolio in different sizes and are suitable for different ages of men, women and children. Product portfolio of Halonen include clothing, accessories, footwear, and sports and so on. Besides that, Halonen has also well-known brands such as s.Oliver,
Tom Tailor, Gabor, Turo Tailor, Camel Active, Didriksson, Jack Wolfskin. Halonen advertises its products, the latest fashion trends, discounts and other benefits via its website, newsletter, email, mobile phone and its app. (Halonen 2018)

Halonen’ products manufactured from both domestic and foreign markets such as Finland, the Baltic States, other EU countries and Asia. Halonen has its own criteria for its suppliers. Halonen’ products should be manufactured ethically and respect human right. Halonen prefers suppliers who use certified and recycled materials for the products. Representatives of Halonen also visit production plants of suppliers annually in order to ensure that they have fulfilled their commitments. (Halonen 2018)

7.2.2 Dressmann

Dressmann is a leading fashion chain for menswear in the Nordic region and founded in 1962 by Frank Varner. Norway is the original market of Dressmann. After that, Dressmann stores spreaded out Iceland and Denmark. In 1997, the company bought 47 stores in Sweden and after five years, Dressmann became the leader in Sweden’s market. Now, Dressmann brand appears over northern Europe markets such as Finland, Germany, Austria and it is planning to expand rapidly. (The CEO Magazine 2018)

Dressmann is the leader of fashion chain for menswear in the Nordic region. It has around 2,800 employees working in nearly 430 stores. It can offer the entire requirements for men clothing of all ages in all quality and price-conscious. This is the reason for rapid expansion of Dressmann brand. (Dressmann 2018)

According to Petter - CEO of Dressmann, social responsibility and sustainability are crucial part of company. Dressmann ensures to manufacture all its products in durable and safe way as well as no hazardous substances contain. In addition, the commitment of the best quality, price, selection, marketing mix and staying on top of relatively new issues such as digital development and sustainability are the key responsibility of Dressmann in developing process.

Marketing strategy of Dressman indicates in four Ps of product, price, place and promotion. Dressmann’ products encompass full range from basic and leisure to tailoring styles in good quality. (Dressmann 2018). Therefore, the company provides its customers with multiple choices for their styles and expectations. Next, price strategy is also one of important factor that made Dressman become successful. In fact, Dressman offers reasonable price for their good products as its competitive advantage. Besides that, the target
customers of Dressman are men from 18 to 60 years old, who are fashionable and working. Hence, Dressman focuses on the urban and major metropolitan area as their segmentations, because these areas are central and convenient for travelling and shopping. In addition, promotion plays a key role in making Dressmann's brand be popular in the market. The crucial advertising channels of Dressman are through TV, newspaper and visual merchandising. On TV, different models in various ages wear diverse products with unique styles, and then it attracts target consumers to find theirs through these images. In newspaper, Dressman emphasizes in the price, this activity is quite popular when advertising in newspaper in Finnish market. Furthermore, a unique decoration style with suitable combinations of shirts, ties and suits in Dressmann’s shops engage buyers to buy products when they visit the shops. That almost contributes to the success of Dressmann. (The CEO Magazine 2018)

7.2.3 Atelier Goldner Schnitt Oy and Kauppahuone Riveri Oy

Atelier Goldner Schnitt was only a small commodity store in Germany in 1920. Since 1926, Atelier Goldner Schnitt began as a mail order company in Germany for selling lingerie, porcelain and rugs. After that, its business expanded to fashion for men and women. Now, Atelier is the most known for the best fit and tailor-made fashion with 25 different clothing sizes for its customers. The special feature of Atelier indicates through its exclusive collection with high quality materials, body-flattering cuts and luxurious details. Atelier offers stylish and fashionable accessories and apparels for women and men, just for the adult taste for all occasions. The rich selection for women includes knitwear, sweaters, jackets, jackets, trousers, dresses, dresses, jackets, blazers and more. While the favorable selection for men encompass Accessories, Pants, dress shirts, Knitwear, jackets, underwear, and leisure wear and so on. In 1998, Atelier opened its subsidiary in Finland. Until now, Atelier employs approximately 500 people and represents in nine European countries including Germany and Finland. Atelier promote its products through its website, newsletter and Facebook as its advertising channel. (Aterliergs 2019)

Kauppahuone Riveri is a Finnish fashion family-owned company. Kauppahuone Riveri founded in 2001 with its business ideas was to offer fashionable clothes of well-known international brands for a mature adult man and woman at a good price. As a Finnish firm, Kauppahuone River understands better about how Finnish people really wants to dress for their daily activities as well as their needs. Furthermore, Kauppahuone Riveri’s selection also bases on the concept collections of major European fashion brands, such as Esprit, S.Oliver and Camel Active, etc. Kauppahuone Riveri opens its shops in Lempäälä,
Rauma, Lahti and Porl. Kauppahuone Riveri utilizes its website and Facebook as its advertising channel. (Kauppahuone Riveri 2019)

### 7.2.4 Zara and Kapp Ahl Oy

**Zara** commenced from a store in Spanish in 1975. Zara is the first successful brand of Inditex that is one of the largest fashion retailers in the world. Now, Zara is one of the largest international fashion companies. Zara' stores sell clothes for men, women and children. Products of Zara designed according to the latest fashion trends and feedback from consumers' needs. Zara is able to control whole process from design, manufacturing, distribution to sales economically and effectively, because it has a group of designers and possesses its own factories. Therefore, products of Zara can satisfy customers' needs for the design as well as the price. Zara mainly manufactures its products from Spain, Turkey, Portugal and Morocco. However, Zara also works with low-cost suppliers in Asia countries for some kinds of products such as a basic T-shirts. In Finland, Zara has the stores that located at Helsinki, Vantaa, and Espoo. (Inditex 2019)

Target customers of Zara are men and women who earn the mid-range incomes. It is quite similar to H&M, target clients of Zara are fashion-forward and trend conscious persons. They shop for themselves and their children. They are definitely sensitive to the most up-to-date and fashionable clothing and accessories at a reasonable price. (Martinroll 2018)

The promotion of Zara does not engage in advertising but in its store location and window displays. Most of stores of Zara located in a city where ensure crowded customer base for its stores. Zara invests a lot of time and effort for designing its windows displays. The windows displays show up its most outstanding pieces in the collection and are changed constantly. Besides that, brand communication is an important strategy to attract more consumers to Zara. Zara utilizes word of mouth among friends and family or social media instead of advertisement for its brand communication. Social media platforms of Zara encompass Instagram, Facebook, Twitter, Pinterest and Youtube that its target clients using to communicate and share their lives. (Martinroll 2018)

**Per-Olof Ahl** worked as a travelling salesman in 1950s. During the trips, he recognized that women wore shabby coats everywhere, because the price for new coat was very expensive during that period. Per-Olof Ahl began his business from an idea of changing this situation by selling high quality coats at a reasonable price. Therefore, he opened his first coat store in **Gothenburg in 1953**. At that time, Kapp-Ahl was Per-Olof's nickname in the
newspapers, that why he decided to change his store’s name to this. Per-Olof enlarged his business through selling menswear in 1959 and clothes for children in 1978. Today, Kapp-Ahl is one of the leading fashion retailers in Scandinavian countries. Kapp-Ahl has approximately 400 Kapp-Ahl and Newbie stores in Sweden, Norway, Finland, Poland and the UK. Customers can find out a diverse fashion collection for men, women and children that fit their ages, sizes, shapes and personalities in Kapp-Ahl’s stores. (Kappahl 2019)

Kapp-Ahl does not possess its own factories. However, Kapp-Ahl has its own offices in its main manufacturing countries such as Turkey, India, Bangladesh, Myanmar and China. That is the reason for Kapp-Ahl can closely supervise and cooperate with its suppliers. Kapp-Ahl chooses its suppliers strictly based on its own criteria such as the code of conduct, forced for child labor, freedom of association, organization, salaries and working hours, environment protection, safe workplace as well as the conditions of business such as ethics and corruption. (Kappahl 2019).

Kapp-Ahl shows up its image through its website and social media such as Instagram, Facebook and Youtube. Besides that, mobile phone is an effective tool for reaching its consumers through its app, text messages and email that approach clients for inspirational and personal offers purposes. (Kappahl 2019).

7.2.5 Kekäle Oy and Lorella Oy

Kekäle is a Finnish fashion retailer as well as Finnish multi-brand clothing chain. Kekäle founded in 1957 by Maire and Veikko Kekäle. The products of Kekäle specializes in high quality garments for men, women and children. Customers can find products at Kekäle’s stores for every occasion from casual clothes, working clothes to apparels for celebrations, parties and even, jackets, boots and accessories. Kekäle has nine stores in Finland and hires approximately 200 people in 2016. Customers can visit Kekäle’s stores that located in Joensuu, Jyväskylä, Kitee, Lappeenranta, Lahti, Mikkeli, Tampere, Raisio Mylly and Vantaa. The clothing collections of Kekäle come from over one hundred domestic and international top brands. Beside its website, Kekäle promotes its goods through social media channel such as Facebook and Instagram. (Kekäle 2019)

Lorella is a Finnish family business and founded in 1972. The company’s products are garments for women and come from top and well-known international brands. Lorella specially focuses on big sizes from 42 onwards. Customers are able to find any kinds of women’s clothing for every occasion from Lorella’s shops such as casual clothes, clothing
for festival occasions, work-wear, sport, vests, knitwear, even underwear and so on. In addition, customers can expect the best fit for their clothes at Lorella from its repairing sewing services. Lorella has its stores in the big cities such as Helsinki, Lahti and Tampere. Lorella advertises its products through its website and Facebook. (Lorella 2019)

7.2.6 Löytötex Oy and Andiata Oy

Löytötex is a Finnish family business and founded in 1979. The key of the operation was to provide products with good value for money, high quality and easily access to consumers at competitive prices. Löytötex stores offer over 10,000 different product articles, both Finnish and well-known brands, their own brands and notable products. The product categories cover everything from textiles to everyday household, family items and various purposes of clothing for women, men and children at a good price. The company has ten Löytötex stores that located in Jämsä, Jyväskylä, Kangasala, Orivesi, Riihimäki, Virra, Mänttä, Keuruu, Pälkäne and Tampere with nearly 100 employees. (Löytötex 2019)

Andiata is a family feminine clothing business. Andiata founded by Tarja Rantanen in Helsinki in 1986. The idea of business is to strengthen and inspire women by creating feminine, stylish and modern quality clothing with timeless design that fit the different lifestyles and stages of women at all ages. The modern women require quality, comfort and elegance for their costumes that make them fell independent, confident and ambitious; whether they are working, studying or traveling. Andiata has completely satisfied these requirements based on its core of high-quality materials, well-designed and timeless clothing. As long with high expectation for Andiata’s products is a high price level for products. Nevertheless, the price is quite worthy for the respective products. (Andiata 2019)

Andiata has two collections a year. Before each collection, the design team meets together to discuss and think about how they can maintain and develop the products, design, know-hows and quality for each collection. Each Andiata garment collection is designed with care and uses first-class and appropriate materials that come from Italian fabric companies, in combined with finished workmanship and thoughtful details ensure high quality and long-lasting credit for the work. Customers can find the collections of Andiata in its online store, its Helsinki flagship store and at selected retailers such as Stockmann and so on. Furthermore, Andiata also enlarges its market to Sweden and Russia. (Andiata 2019)

In according with Tarja’s ambition and determination, Andiata has become the best-known Finnish fashion brand. In addition, Tarja has been awarded with several of Finland’s most
prestigious fashion prizes such as the Gloria Fashion Award in 1988, the Golden Hanger Award in 2002 and the Veuve Clicquot Business Woman Award in 2011. Besides that, An- 
diata has been granted as the Strongest in Finland Platinum Award 2007-2017 with an 
AAA-credit rating as well. Her dedication and passion are the heart of Andiata, and Tarja 
inspires all women to follow her dreams. (Andiata 2019)

7.2.7 Karjalan Puku Oy and H&M

Karjalan Puku Oy founded in 1929 by Kaarlo Väinö Wahlgré. Karjalan Puku is a men’s 
clothing business that concentrates on suits for men or another name called Kaleva suits. 
Kaleva suits are the most known for their high-quality materials and excellent tailoring 
skills that make perfect fit. However, the prices of suits are not too expensive; Karjalan 
Puku has an excellent ratio for the price and quality of product. Karjalan Puku has two dif- 
ferent collections for different purposes of use such as Kaleva CEO is for business and 
celebrations; while Kaleva Cosmo is for daily and casual use. The target customers of 
Karjalan Puku are businessmen and working persons, who expect to have their most best 
fit apparels. The apparels are luxurious and make them feel confident as well as express 
their positions. Besides Finnish market, Karjalan Puku exports one third of its production 
to Scandinavia, Russia and the Baltic countries. (Karjalan Puku 2019).

H&M (Hennes & Mauritz AB) is the second-largest global clothing retailer, just behind In- 
ditex that is the parent company of Zara. H&M commenced its business from a women’s 
clothing store in Sweden in 1947 with business idea was to sell fashionable and quality 
products at the best price. H&M has diverse range of products that include accessories 
and clothing for men, women, teenagers and children such as sleeved jersey dresses, 
basic jumpers, vests, cardigans, pants, jeans, fashion shirts, undergarments, jackets, jew- 
elry, shoes, purses and T-shirts; cosmetics, home textiles, etc. H&M group has nine best- 
known brands such as H&M, COS, Monki, Weekday, & Other Stories, Cheap Monday, 
H&M Home, ARKET and Afound. The combination of these brands has created a wealth 
of styles and trends within fashion, beauty, accessories, homewares as well as modern, 
healthy food for its consumers. Besides that, H&M focuses on the latest trends, reasona- 
ble quality and at the low price. The target customers of H&M are fashionable and trendy 
persons who are interested in the most fashionable apparels and invest less money to fol- 
low the trends. (H&M 2019)

H&M group does not have its own factories. Therefore, it cooperates with independent 
suppliers as well as subcontractors in different countries in the world such as Bangladesh,
Cambodia, China, Vietnam, Czech Republic, Denmark, Estonia, Finland, France, Germany, Great Britain, Greece, Hungary, India, Indonesia, Italy, Kenya, Morocco, Myanmar, Netherlands, Pakistan, Poland, Portugal, Romania, South Korea, Spain, Sri Lanka, Sweden, Taiwan, Thailand, Turkey, USA, Uganda, and so on. Majority of H&M’s products manufactured from the poor and developing countries. This action contributes to improve the lives of indigenous people. Besides that, H&M also works with suppliers, subcontractors in order to develop better social and environment standards at the factories as well as ensure fair living wages, safe workplace and reduce overtime for workers. H&M has its own designers. However, it also collaborated with external designers to create the latest, modern and fashionable products as well as keep up with the fashion trend of the world. (H&M 2019)

Today, the H&M group is a global fashion and design company with more than 4,900 stores in 71 markets and online stores in 47 markets. Its markets have expanded to Europe, North America, Asia, the Middle East, Africa, South America, New Zealand and Australia. In 2018, total employees of H&M group are 177,000 people. In Finland, H&M opened its first stores in 1997. Now, H&M stores has spread across the big cities in Finland such as Helsinki, Espoo, Tampere, Vantaa, Oulu, Turku, Jyväskylä, Kuopio, Lahti, Kouvola, Pori, Joensuu, Kokkola, Lappeenranta, Hämeenlinna and so on. (H&M 2019)

Besides that, the achievement of H&M also comes from its good promotion strategy. The clothing image show up through the advertisement are qualitative products and reasonable price. The advertisement appears on television from the hit and trendy shows like MTV. Moreover, H&M utilizes internet as its effective communication channel such as its website, online stores or the appearance of its ads on the famous magazines like Vogue Netherlands, British Vogue and British GQ. Instagram is also a useful channel to show up its collections. Furthermore, H&M collaborate with the famous designers who possess their own unique marking brand or sponsor its collections for an event that the famous singers will wear them for its advertising purpose. The last but not least channel is mobile phone while H&M send out coupons by SMS, then customers can use them to cash at any H&M retail outlet. (Bhasin, 2017)
8 Conclusions and Suggestions

The objective of this thesis report is to conduct a market research about Finnish clothing market for An Phuoc Company. Then, the company will depend on the research’s outcomes in order to make the decision by itself for entering to the Finnish market. The research result indicated that Finnish clothing market share divide into four segments. First of all is the segment belongs to the biggest Finnish apparel companies such as Luhta Sportswear Company, Marimekko, Nanso Group, etc. The second segment is for the most known foreign clothing retail chains such as H&M, Zara, Dressmann and so on. Whereas, this second segment has increased steadily date by date in Finnish market. Besides that, Finnish consumers are also interested in purchasing their clothes from hypermarkets and department stores such as S-Group, Kesko and Stockmann that has created the third segment for the market. The last segment is for other smaller shops or even companies and private tailors. This fourth segment has not been mentioned in above research, because An Phuoc pay more attention into its main competitors and partners than others for its first entry in the foreign market.

In comparison to other fashion markets, the Finnish fashion market has its own unique features for products and designs. In fact, Finland is one of the world’s leading countries in the design, therefore the design plays an important role in its everyday life. Fashion also get influence from this trend which makes Finnish fashion brands are always unique. Besides that, Environmental care, quality and safe products are crucial factors as well. It indicates through Finnish garments and accessories usually made from eco-friendly and recycle materials as well as sustainable methods. However, the participation of foreign fashion companies makes a competition in Finnish market become more intensive, and price is one of the leading competitive factors. Hence, the ratio between product and price always consider strictly. A good product at reasonable price is always companies’ objective.

In order to lower down the price, production cost is one of the most important factors that companies should care off. Due to high labor costs in Finnish market, the companies have relocated majority of the textile and clothing production to outside of Finland. Especially, these companies look for suppliers and manufacturers in the low-cost countries, for instance in Asia. Each company and corporation have its own criteria and code of conduct for its supplier and producers. In general, these requirements are quite similar such as safe workplace, environment protection, ethical manufacturing, human right respect, etc.
Under the fierce competition in the Finnish market, each company possesses its own outstanding points, differences and competitive advantages. These features indicate through typical examples from following companies:

- Atelier is the most known for the best fit and tailor-made fashion with 25 different clothing sizes for its customers. The special feature of Atelier indicates through its exclusive collection with high quality materials, body-flattering cuts and luxurious details.

- The feature of the Turo's collection reflected through the unique, modern and concentrated design and combined with characteristics of high quality, easy to wear and timeless have created the best-known brand of Turo today.

- Dressmann provides menswear for the customers with multiple choices for their styles and expectations at all ages and for any purpose of use in every occasion, for example, casual, fashionable, working, celebrations. Dressman focuses on the urban and major metropolitan area as their segmentations, because these areas are central and convenient for travelling and shopping.

- Kauppahuone with its business ideas was to offer fashionable clothes of well-known international brands for a mature adult man and woman at a good price.

- Kekäle is a Finnish multi-brand clothing chain. The clothing collections of Kekäle come from over one hundred domestic and international top brands.

- Lorella company's products are garments for women and come from top and well-known international brands. Lorella specially focuses on big sizes from 42 onwards. Customers are able to find any kinds of women's clothing for every occasion from Lorella's shops such as casual clothes, clothing for festival occasions, work-wear, sport, vests, knitwear, even underwear and so on.

- Andiata with the idea of business is to strengthen and inspire women by creating feminine, stylish and modern quality clothing with timeless design that fit the different lifestyles and stages of women at all ages.

- Karjalan Puku is a men's clothing business that concentrates on suits for men or another name called Kaleva suits. Kaleva suits are the most known for their high-quality materials and excellent tailoring skills that make perfect fit at the suitable price.

Therefore, An Phuoc also needs to find out its own differences and competitive advantages in order to exist and develop in this market. An Phuoc has experience in collaborating with foreign partners in Europe, the United States, Japan, etc. as well as it has a retail store of menswear in Germany. So, it is the advantage of An Phuoc for entering to the Finnish market.
According to the theories and the research outcomes, there are few entry modes that An Phuoc Company may consider before entering this competitive market. Firstly, An Phuoc is able to export its products to sell at S Group. Secondly, An Phuoc may collaborate with Stockmann, or Kesko group as a role of manufacturer. Besides that, menswear products of An Phuoc are quite similar to Dressmann both the design and the price, therefore, An Phuoc can learn from Dressmann to open its retail store in the central cities in Finland for its first step in Finnish market. Another option is that An Phuoc can collaborate with another clothing partner in Finland in order to create a new product for Finnish market. In addition, An Phuoc can also learn from H&M in collaborating with a famous Finnish designer to create a new design for this market.

Furthermore, An Phuoc can also get more information or advice about Finnish garment clothing, competitors, legislations, etc. as well as get more relationships with other partners by joining to become a member of Finnish fashion associations or federation as above mentioned. Besides that, participating in events, fairs also help for showing the company’s own products as well as expand its networking in the Finnish market.

Lastly, An Phuoc Company will make the final decision by itself for the most suitable entry mode in this new market through the research’s outcomes. However, we still suggest the company starting from the first option for exporting its product to sell in S Group. The reason for this suggestion is that the export is the fast and less risky entry mode into the new market. Meanwhile, the expectation of S Group for its vendor has also indicated clearly through the interview. Moreover, An Phuoc possesses its own experience and expertise during collaborating with other partners in Japan, Europe, etc. where also require for the high quality product at the good buying price and suitable audit processes for quality and environment. In addition, An Phuoc had awarded two gold medals by the Vietnamese General Directorate of Standards and Quality for its long-sleeve shirts and men’s trousers; as well as voted as a reliable provider of “Vietnamese high quality goods” by consumers throughout Vietnam. Therefore, these factors will create a great opportunity for An Phuoc Company to become S Group’s partner. Although export still exists the risky in finance due to not getting money back after exporting the cargo, this risky will absolutely not happen to the big and reputation company like S Group. Besides that, after a period of cooperation with S Group, An Phuoc can evaluate the result and make the next decision for whether the company should expand its business in the Finnish apparel market or not. If the first step has successful operated, the company can consider to other co-operational options as above mentioned.
Although we try our best in our research process, there is still shortcoming and limitation that may exist. The research only focused on the big companies and the companies that have their most known brands in the Finnish market. However, there are still a lot of small garment shops, stores, or even small and medium size of fashion enterprises that we have not enough time to explore. Moreover, during the research, there are a lot of information that are in Finnish; it made us spend a lot of time to translate and understand the information that may cause a shortcoming or mistake that we have not recognized.

In sum, the research’s result draws out overview picture of Finnish clothing market, that make us understand deeper about this sector in Finland. Both of us love fashion and are planning to open our own fashion business. At the beginning, we both thought simply that we could import products from another country such as China and sell in Finland. At that time, we did not think so much about the unique design, the special features or even the competitive advantage of the products compared to other competitors. Hence, we learnt a lot of useful knowledge, experiences from successful stories of the researched companies after the research. The research’s result makes us understand the process thoroughly and help us avoid the serious mistakes for opening a new fashion business in the future.
References


Bhasin, H. 2016. Service Channels in Marketing and their role in services. URL: https://www.marketing91.com/service-channels/. Accessed: 18 October 2018


Appendices

Appendix 1 - Interview questions

1. What criteria do you use to evaluate a supplier?

2. What are the most important factors that make you decide to cooperate with a supplier, in terms of Design? / Designer, Quality or others?

3. What are some questions you could ask when getting supplier references?

4. How do you go about finding new suppliers?

5. Are you interested in overseas or domestic?

6. What is your minimum order quantity (MOQ)?

7. Which payment terms do you consider?

8. How do you consider a price change?

9. What kinds of transportation / shipping do you apply?

10. Have you ever had to cancel a supplier contract? If so, what happened?

Appendix 2 - Supplier preliminary data form

✓ Product categories your company is interested in supplying SOK with?
✓ Does your company manufacture the products itself? If yes, in which categories?
✓ Does your company use sub-contractors? If yes, in which categories?
✓ Production volume (kg/ltr/units per year/category)?
✓ Main reference retail customers in export markets?
✓ Share of exports % (of turnover)?
✓ Does your company manufacture PL products?
✓ Does your company utilize sub-contractors in PL manufacturing?
✓ Private label sales % of your company's total turnover?
✓ Are you able to name, track and label the countries of origin of the main raw-materials used?
Are you able to name and label the manufacturing place on the product?

Does your company have a Code of Conduct covering corporate responsibility?

Does your company have procedures covering the following responsibility issues in the product supply chains?
  - Product safety and quality
  - Environmental
    - Social
    - Animal welfare

Has SOK or a third part auditor the right to inspect or audit your or your sub-contractor’s production plants?

Does your company have a designated product quality assurance and safety organization?

Are the products manufactured and controlled in accordance with relevant EU legislation?

Are any EU or international product specific standards applied in the production? - Which standards?

Does your traceability system cover raw materials, component consignments and packing materials?

Is the traceability system production lot specific (i.e. the incoming material lots can be linked to a specific final product/production lot)?

In the event of a serious product defect or health hazard can the company provide full traceability information within 24 hours?

Does the company have written instructions for product recall with full traceability information and communication plan?

Are you able to name, track and label the countries of origin of the main raw-materials used?

Are you able to name and label the manufacturing place on the product?

Does the company have product liability insurance?

Do the manufacturing plants follow GMP, FMEA or other similar principles?

Do the manufacturing plants have ISO 9001 quality certificate? Which areas does it cover? - Any other certificates, which?

Has your company declared the role and responsibilities based on REACH regulations?

Has your company declared its role and responsibilities regarding Substances of very high concern (SVHC) and European Chemicals Agency candidate list: http://echa.europa.eu/fi/candidate-list-table/fi/candidate-list-table

Are the Material Safety Data Sheets based on REACH- regulation documented and available in Finnish?

Has the company declared its role and responsibilities regarding CE-marked products?
✓ Do the manufacturing plants follow HACCP-principles? (for foods and food contact materials)
✓ Do the manufacturing or primary production plants have any of the following product quality or safety certificates? BRC - which grade certification?
✓ Do the manufacturing or primary production plants have any of the following product quality or safety certificates?
  - FSSC 22000
  - Global G.A.P
  - IFS - which level certification?
✓ Do the manufacturing or primary production plants have any of the following product quality or safety certificates?
  - ISO 22000
  - SQF 2000
✓ Any other certificates, which?
✓ Does the production meet the requirements of EU and/or national environmental legislation?
✓ Does your company have a documented environmental policy and/or program?
✓ Does your company (or part of its production) have a certified Environmental Management System such as ISO 14001 or EMAS?
✓ Is your company committed to the international conventions of labour and human rights (ILO conventions and UN conventions on the Rights of the Child and UN Universal Declaration of Human Rights)?
✓ Does your company follow any of the following social responsibility programs/product specific responsibility systems?
  - Social Accountability International (SAI) Member companies (SA 8000)
  - Ethical Trading Initiative (ETI)
  - Business Social Compliance Initiative (BSCI)
  - The Supplier Ethical Data Exchange (Sedex)/(SMETA audit)
  - Initiative Clause Sociale (ICS)
  - Worldwide Responsible Accredited Production (WRAP)
  - Sustainability Initiative of South Africa (SIZA)
  - Fair Labour Association (FLA)
  - Global G.A.P. GRASP (Risk Assessment on Social Practice)
  - International Council or Toy Industries (ICTI)
  - Electronic Industry Citizenship Coalition (EICC)
  - Fair Wear Foundation (FWF)
  - United Nations Global Compact
  - Product related certificates such as Fairtrade, UTZ, Rainforest Alliance, FSC or PEFC
- Which certificate(s)?
- If not any certification, have you implemented your own Code of Conduct for social accountability?
- Are your or any of your sub-contractors’ manufacturing plants located in BSCI (Business Social Compliance Initiative) risk countries? The list of BSCI risk countries http://www.bsci-intl.org/resource/countries-risk-classification.. risk-classification
  - If yes, have all of your or your sub-contractors’ manufacturing plants/primary production places in risk countries been audited by 3rd party audit?
  - If yes, by which company?
- Describe your procedures for monitoring your and your subcontractors’ ability to respect human rights and decent labor practices?
- Do you or your sub-contractors source main raw materials from BSCI (Business Social Compliance Initiative) risk countries?
  - If yes, have all of your or your sub-contractors’ manufacturing plants/primary production places in risk countries been audited by 3rd party audit?
- Describe your procedures for monitoring your and your subcontractors’ ability to respect human rights and decent labor practices? Describe the requirements and monitoring.
- Is the company willing to sign BSCI Code of Conduct or equivalent and enter auditing process, if the products are manufactured in BSCI risk countries?

Appendix 3 – Contact list

<table>
<thead>
<tr>
<th>Muotikaupan Liitto ry - The Finnish Association of Fashion Retailers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address: Eteläranta 10, 00130 Helsinki</td>
</tr>
<tr>
<td>Telephone: 040 922 3171</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:toimisto@muotikaupanliitto.fi">toimisto@muotikaupanliitto.fi</a></td>
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<table>
<thead>
<tr>
<th>TMA ry - Fashion and Sports Store</th>
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<tbody>
<tr>
<td>Address: Mannerheimintie 76 A, 00250 HELSINKI</td>
</tr>
<tr>
<td>Telephone: (09) 43156 141</td>
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<table>
<thead>
<tr>
<th>STMJ – The Finnish Textile and Fashion Association</th>
</tr>
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<tbody>
<tr>
<td>Address: Eteläranta 10, 00130 Helsinki</td>
</tr>
<tr>
<td>Anna-Kaisa Auvinen - Managing Director</td>
</tr>
<tr>
<td>Telephone: +358 50 536 5078</td>
</tr>
<tr>
<td>Company/stakeholder</td>
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<tr>
<td>Nimettömät - Association for Lingerie Distributors and Importers</td>
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<tr>
<td>Finnish Foreign Trade Agents’ Federation</td>
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<td>Ornamo</td>
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<td>Habitare Fair</td>
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<td>ID Helsinki</td>
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<tr>
<td>Marimekko</td>
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<tr>
<td><strong>Communications Director - Piia Kumpulainen</strong></td>
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<tr>
<td>------------------------------------------------</td>
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<tr>
<td>Telephone: +358 9 758 7293</td>
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<tr>
<th><strong>Nanso Group</strong></th>
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<tbody>
<tr>
<td>Address: Tanhuankatu 2 Nokia, 37101, Finland</td>
</tr>
<tr>
<td>Telephone: +358 20 125 800</td>
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<th><strong>Kesko</strong></th>
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<tr>
<td>Commerce, Grocery trade</td>
</tr>
<tr>
<td>Address: Kyytitie 31, FI-01380 Vantaa, Finland</td>
</tr>
<tr>
<td>Telephone: +358 1053 030</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:firstname.lastname@kesko.fi">firstname.lastname@kesko.fi</a></td>
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<tr>
<th><strong>Vice President - Harri Hovi</strong></th>
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<tr>
<td>Telephone: +358 10 53 27748</td>
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<tr>
<th><strong>Purchasing and Sales Director - Hannele Åberg</strong></th>
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<tr>
<td>Home and speciality goods</td>
</tr>
<tr>
<td>(clothing, shoes, bags, household goods, home textiles, toys, books, paper products, home technology, sports equipment)</td>
</tr>
<tr>
<td>Address: Valimotie 17, FI-00380 Helsinki, Finland</td>
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<tr>
<td>Telephone: +358 10 53 22457</td>
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<th><strong>S Group</strong></th>
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<tr>
<td><strong>SVP, sourcing, Food and consumer goods - Jari Simolin</strong></td>
</tr>
<tr>
<td>Telephone: +358 (0)10 76 87030</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:jari.simolin@sok.fi">jari.simolin@sok.fi</a></td>
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<tr>
<th><strong>Division Managers of clothing - Rauno Pentikäinen</strong></th>
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<tbody>
<tr>
<td>Telephone: +358 (0)10 76 81480</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:rauno.j.pentikainen@sok.fi">rauno.j.pentikainen@sok.fi</a></td>
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<th><strong>Stockmann</strong></th>
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<td><strong>Corporate Management</strong></td>
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<tr>
<td>Address: Aleksanterinkatu 52 B, FI-00101 Helsinki, Finland</td>
</tr>
<tr>
<td>Telephone: +358 9 1211</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:firstname.lastname@stockmann.com">firstname.lastname@stockmann.com</a></td>
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<tr>
<th><strong>Corporate Administration</strong></th>
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<tr>
<td>Address: Takomotie 1-3, 00381 Helsinki, Finland</td>
</tr>
<tr>
<td>Telephone: +358 9 1211</td>
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<th><strong>Tokmanni</strong></th>
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<tr>
<td><strong>Tokmanni Headquarter and Logistics Center</strong></td>
</tr>
<tr>
<td>Address: Isolammintie 1 04600 Mäntsälä Finland</td>
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<tr>
<td><strong>CEO - Mika Rautiainen</strong></td>
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<td><strong>CFO, Deputy CEO - Markku Pirskanen</strong></td>
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<td><strong>Head of IR and Communications - Maarit Mikkonen</strong></td>
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<tr>
<th><strong>L-Fashion Group Oy</strong></th>
<th><strong>Headquarters</strong></th>
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<tbody>
<tr>
<td>Address</td>
<td>Tiilimäenkatu 9, 15680 Lahti, Finland</td>
</tr>
<tr>
<td>Telephone</td>
<td>+358 (0) 3 822 111</td>
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<tr>
<th><strong>Turo</strong></th>
<th><strong>Retail support/ Sales/ Back office</strong></th>
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<td>Address</td>
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<tr>
<td>Telephone</td>
<td>+358 (0)17 208 111</td>
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<td>E-mail</td>
<td><a href="mailto:turo@turo.fi">turo@turo.fi</a></td>
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<tr>
<th><strong>Halonen</strong></th>
<th><strong>Address:</strong> Pohjoisesplanadi 37 A, 00100 HELSINKI</th>
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<td>Telephone</td>
<td>+358 9 341 75 50</td>
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<th><strong>Dressmann</strong></th>
<th><strong>Address:</strong> Aleksanterinkatu 11, 00100 Helsinki, Finland</th>
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<td>Telephone</td>
<td>+358 (0)9 759 79 50</td>
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<th><strong>Atelier Goldner Schnitt Oy</strong></th>
<th><strong>Customer service</strong></th>
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<tr>
<td>Address</td>
<td>Ruosilantie 14, 00390 Helsinki</td>
</tr>
<tr>
<td>Telephone</td>
<td>(09) 8870 566</td>
</tr>
<tr>
<td>E-mail</td>
<td>customer <a href="mailto:service@ateliergs.fi">service@ateliergs.fi</a></td>
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<tr>
<th><strong>Kauppahuone River Oy</strong></th>
<th><strong>Sami Leporanta</strong></th>
</tr>
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<tbody>
<tr>
<td>Address</td>
<td>Aleksanterinkatu 19, 00100 Helsinki Finland</td>
</tr>
<tr>
<td>Telephone</td>
<td>050 5210 120</td>
</tr>
<tr>
<td>E-mail</td>
<td><a href="mailto:sami.leporanta@kauppahuoneriveri.fi">sami.leporanta@kauppahuoneriveri.fi</a></td>
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<table>
<thead>
<tr>
<th><strong>Jani Vikkula</strong></th>
<th><strong>Telephone:</strong> 0400 546 199</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-mail</td>
<td><a href="mailto:jani.vikkula@kauppahuoneriveri.fi">jani.vikkula@kauppahuoneriveri.fi</a></td>
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<th><strong>Zara</strong></th>
<th><strong>Address:</strong> Aleksanterinkatu 19, 00100 Helsinki Finland</th>
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<td>Company</td>
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</tr>
<tr>
<td>Kappahl</td>
<td>Telephone: +46 10 138 87 11</td>
</tr>
<tr>
<td>Kekäle</td>
<td>Address: Kauppakatu 20, 80101 Joensuu, Finland</td>
</tr>
<tr>
<td>Lorella Oy</td>
<td>Helsinki, Kamppi - Hotel Presidential House</td>
</tr>
<tr>
<td>Löytötex Oy</td>
<td>Address: Alasenkuja 1, Kangasala, Finland</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>Andiata Oy</td>
<td>Address: Kuortaneenkatu 5, 00520 Helsinki, Finland</td>
</tr>
<tr>
<td>Karjalan Puku Oy</td>
<td>Address: Kauppakatu 28, 40101 Jyväskylä, Finland</td>
</tr>
<tr>
<td>H&amp;M</td>
<td><strong>Head Office</strong></td>
</tr>
</tbody>
</table>
Communications Director - Kristina Stenvinkel
Telephone: +46 8 796 39 08

Investor Relations - Nils Vinge
Telephone: +46 8 796 55 00
E-mail: info@hm.com

In Finland
H&M Hennes & Mauritz Oy
Address: Aleksanterinkatu 48B, 00100 Helsinki, Finland
Telephone: 0800 114 000