



**DEVELOPMENT OF A
CONSULTING TOOL BASED IN
MARKETING THEORIES
Case Study: TRIMEDIA'S STEPS**

Miguel De La Torre

**Bachelor's thesis
April 2009**

School of Business Administration



JYVÄSKYLÄN AMMATTIKORKEAKOULU
JAMK UNIVERSITY OF APPLIED SCIENCES

Date

20 April 2009

Author(s) De La Torre, Miguel	Type of Publication Bachelor's Thesis	
	Pages 48	Language English
	Confidential Until <input type="checkbox"/>	
Title DEVELOPMENT OF A CONSULTING TOOL BASED IN MARKETING THEORIES Case Study: TRIMEDIA'S STEPS		
Degree Programme Degree Program in International Business		
Tutor(s) Neuvonen, Heidi		
Assigned by Trimedia Oy		
Abstract The study researches into a consulting tool developed by the company Trimedia, a SME located in the centre of Finland, which is related to the Marketing consulting and web design industry. The research problem is the comparison of a web development consulting tool named as Trimedia Steps (TMS) with a Marketing theoretical approach. The idea to make a comparison is with the aim to develop the existing model. The study chose to contrast Trimedia Steps with two widely known, easy to understand and commonly accepted theories from Marketing: Marketing Mix and Product Life Cycle. The study includes the E-Marketing approach and compared the model with two theories of this field: The E-Marketing Mix and The Five Ss. This assessment was possible with all the models except the Product Life Cycle considering the lack of time in Trimedia's Steps. The results of the evaluation between the consulting tool and the other three theories showed that Trimedia's Steps has more similarities in each of the cases. Nevertheless the gaps between the theory and the consulting tool were listed at the end of this study with the aim to provide new ideas for the development of this model based in this approach.		
Keywords Consulting tool, web design company, Marketing theories, E-Marketing theories.		
Miscellaneous		

CONTENT

1	THE GROWING PROCESS OF A COMPANY THROUGH A CONSULTING TOOL	3
1.1	The company: Trimedia.....	4
1.2	Why consulting?.....	5
1.3	Research Method Description	7
2	TRIMEDIA'S STEPS (TMS)	11
2.1	What is TRIMEDIA'S STEPS?	11
2.1.1	Findability	12
2.1.2	User experience	13
2.1.3	Efficiency.....	14
2.1.4	Continued development	14
3	THEORETICAL APPROACH	16
3.1	Marketing Mix Approach	16
3.1.1	Product	17
3.1.2	Price.....	18
3.1.3	Promotion.....	19
3.1.4	Place	21
3.2	Product Life Cycle Approach.....	22
3.2.1	Product Life Cycle.....	22
3.2.2	Product Life Cycle vs. TRIMEDIA'S STEPS.....	25
3.3	E-Marketing approach	27
3.3.1	E-Marketing definition.....	27
3.3.2	E-Marketing Mix	28
3.3.3	Five S's.....	32
4	CUSTOMER'S INTEGRATION	34
4.1	Customer's background information	34
4.2	The interview to Jose Ayala	35
5	TRIMEDIA'S NEXT STEP?.....	37
5.1	A new name	38
5.2	Marketing Mix approach: The Lack of Price	39
5.3	E-Marketing approach	39
5.3.1	New Findability	40
5.3.2	New User experience	40
5.3.3	New Efficiency	41
5.3.4	New Continued development	41
6	CONCLUSIONS.....	42
7	DISCUSSION	44
8	REFERENCES.....	46

TABLE OF FIGURES

FIGURE 1. Theoretical frame of the research.....	10
--	----

FIGURE 2. TRIMEDIA'S STEPS. Adapted from TRIMEDIA'S STEPS in Finnish (2008)	
.....	15
FIGURE 3. TRIMEDIA'S STEPS on the Marketing Mix model.....	22
FIGURE 4. Product Life Cycle. Adapted from Marketing Teacher's web page (2008) ...	23
FIGURE 5. TRIMEDIA'S STEPS in a propose web life cycle.	26
FIGURE 6. E-Marketing Mix formula. Adapted from Kalyanam & McInteyre (2002) ...	28
FIGURE 7. New TRIMEDIA'S STEPS. Adapted from TRIMEDIA'S STEPS (2008) ...	42

1 THE GROWING PROCESS OF A COMPANY THROUGH A CONSULTING TOOL

The following study is an experience developed by the author during his period of working in the company Trimedia Oy. The researcher found interest on the growth of this company by the addition of a new concept different from its regular business. Due to the size of a company the opportunities to grow or develop a new product is limited. Therefore the use of different strategies is the best way of competing in a market that is constantly evolving.

Trimedia decided to integrate a consulting service in addition to its regular business, basing the development of this concept on the experience gathered by working with different customers. The company developed a semi-standardize “product” of consulting, which is based in four different stages and it would increase the performance of the customer into the target market. Hence, the main concept of this consulting tool is the increase of sales.

On the other hand, the other reason to develop this concept into a model of four steps is the aim to make the process easy to understand. The standardization process also searches the common understanding of the whole market, looking to create a convincing selling strategy of a consulting service.

At follow the study will describe the company and the basic information related to it. Moreover it will explain the main reason to use the concept of consulting tool and the objectives that will lead to the research methods of this study.

1.1 The company: Trimedia

History of the company

Trimedia was founded in Jyväskylä-Finland on December 2005, by the Saksola brothers, Arto and Aki, and Janne Nygård. The first approach of the company was mainly focused on the field of web design, web applications, print media and multimedia.

The firm remained targeting the web industry until December 2006, when it took part in Jyväskylä Technopolis Incubation program. The information gathered from this organization gave to Trimedia a different approach; hence in 2007 the business turned into the fields of internet-marketing and consulting, turning these as the main services of firm.

Referring to Trimedia's web page (2008), it seems reasonable to think that currently the company's business can be defined as a comprehensive service for internet-marketing, from public relations to web store solutions. The firm's areas of expertise include international internet-marketing and search engine optimization; their main concept is "Not just software, layout or consulting, but all of them together".

Company profile

The concept afore mentioned explained the main business of Trimedia and its competitive advantage that is the integration of different services in the same company. Focusing deeper into the company's features, hereinafter is described the firm's team and structure.

Shareholders:

- Arto Saksola, CEO
- Aki Saksola, Web designer

- Janne Nygård, Programmer

Employees:

- Toni Huuskonen, programmer
- Ville Salonen, Copywriter
- Jari Niemi, 3d designer

Main alliances:

- ***Apex Motorsport marketing***: British company specialized in marketing which sells Trimedia's service in the United Kingdom (www.apexmotorsportmarketing.com).
- ***Protacon***: Server provider located in Jyväskylä (www.protacon.com).
- ***pHkolme***: Provides 3D designs and promote sells for the company. pHkolme's location is in Lahti (www.phkolme.fi).
- ***Suomen verkkomaksut***: Paying method for online shops (www.suomenverkkomaksut.fi).

1.2 Why consulting?

Trimedia started as a web design company, focusing mainly in the IT section of the business. Nonetheless the service evolved into the consulting area, providing to the firm with the advantage of reaching a wider segment of the market. By diversifying their line

of services, Trimedia integrated as its main business concept: software, design and marketing-web consulting.

It is important to define the reason to use consulting as a growing strategy. We could consider this example as a concentric diversification, which is explained by Mochis (1994, 7.) as a “company’s growth opportunities through adding new products”. Consequently the company approach seems to be the increment of web services’ line.

However, the concept of growth explained by Winston (1994, 271.), inquires that the development of a new product might be unrealistic for a small firm. Therefore “the prospects of adding a complete assortment of management services now become not only affordable, but strategically advantageous”.

Consulting could be considered as one of the routes for generating growth on a small business. For that reason the importance to add this service is due to the will of the company to growth in the web development market. The importance of consulting is well described by Domingo Riveiro (2005, 7.). The consultant will not give the answer, however he or she will provide the right perspective to an issue.

Consulting Tool: The need of a model

The process of selling a service is more complicated than tangible goods, for this reason a presentation should involve a “persuasive vocal and visual explanation of the business proposition” (Bird 2004, 252.) in order to achieve the final sale. Starting from this standpoint it appears logical that Trimedia uses a visual support for the sale.

According to Phillips (2006, 28.), “a well-written proposal can make the difference between attracting and losing a new client”. The author emphasizes the problem of some consultants who give slight importance to the proposal and prefer to create commitment on the customer with a verbal agreement “handshake”.

Trimedia is aware of the importance of a good proposal, referring to Arto Saksola's point of view about the model developed by the company: "The idea of this model, that we call Trimedia Steps, was aimed to explain our customers the service that we are going to provide to them. It is a good way of organizing ideas and to make them (Trimedia's customers) understand the added value that we are offering".

1.3 Research Method Description

Research Questions

Arto knows the value of this model for his business. The company thinks that it is important to support this model based on theories that are commonly known and could give to the consulting tool a more efficient market approach and common knowledge understanding.

The main reason to research into the Marketing area is due to the nature of the model. This consulting tool was developed on an empirical way, based on the experiences of Trimedia's crew. Therefore the idea of using a model to reach new customers should be supported by theories that are commonly accepted by the market.

The Marketing field is so wide that this research thinks that the best road should be the use of two theories that are widely known, commonly accepted and easy to understand from this subject. This is the reason that due the model is trying to be standardized as much as possible.

Nevertheless; is it possible to compare TRIMEDIA'S STEPS with two Marketing theories that are widely known, commonly accepted and easy to understand? This is the main question of this study; the similarity of this consulting tool with theories that have been proved and accepted in the market.

The field of Marketing is so wide and complex; hence this research will focus on two Marketing theories that will represent the marketing approach of this study. The two theories are the following ones:

- Marketing Mix of Neil Borden (1964)
- Product Life Cycle of Theodore Levitt (1965)

The reason to use these two theories is due to the common acceptance of both models. They could be denominated as “general accepted” due to their importance and widely renown in the Marketing field. Moreover, another important reason is their simplicity, which would allow them to be compared with TRIMEDIA’S STEPS.

Referring to the main question of this study and the two chosen theories, the research will include these two sub questions considering the theoretical approach: Is there any resemblance between TRIMEDIA’S STEPS and the Four Ps of the Marketing Mix? And, is it possible to compare the Product Life graphic with the four stages of TRIMEDIA’S STEPS?

Considering the evolution of Marketing into the E-commerce field, this study thinks it is also important to compare the model with two theories of E-Marketing. However, is there any resemblance with TRIMEDIA’S STEPS and two new theories from the E-Marketing field? This would be the second main question of this research, considering the evolution of Marketing represented by this part of the E-commerce field.

The study will include the E-Marketing's approach, considering that this field is well thought-out as the study of Marketing through the internet. The E-Marketing also bases its theories in the regular Marketing; therefore it is important to use it for this study, considering their resemblance.

The study will use these two theories from E-Marketing to compare it with TRIMEDIA'S STEPS:

- E-Marketing Mix by Kalyanam & McIntyre (2002)
- Five S's approach of Chaffey & Smith (2006)

Despite that these theories are relatively new; this study will use them, due to their possible resemblance with existing and accepted Marketing theories. Another reason is the development of Marketing through the internet, which could provide innovations and possible improvements to the model.

Therefore the two sub questions that arrive from the second main question of this research are the following ones: Is there any resemblance between the features of these two E-Marketing models and TRIMEDIA'S STEPS? And, is it possible to adapt characteristics of these two models into TRIMEDIA'S STEPS features?

Research Objective

The theory will be compared with Trimedia's Step in a critic way. First the features of the model would be explained; then the stages in which the model is divided. This explanation will be fundament in information provided from interviews to Arto Saksola. Furthermore, the theories chosen before would help to understand if the model has resemblance with the theoretical knowledge of Marketing and E-Marketing.

It is important to include the customer in the development of this consulting tool; due to the knowledge that might add to the model. Apart this fact, the customer has knowledge of the market and is the proper subject for this test. The study will test the model with Stafix Oy.; for the reason that this company did not have a previous experience with this consulting tool. Thus the results will give to the thesis an experience from outside the company and applied in the market.

At the end, this thesis would provide some of the possible features that could be added to the model considering the adaptability, application and efficiency of the chosen theories. The final result will probably be an open door to continuous improvement and updating of the model, and for future developments and discoveries in this field of business.

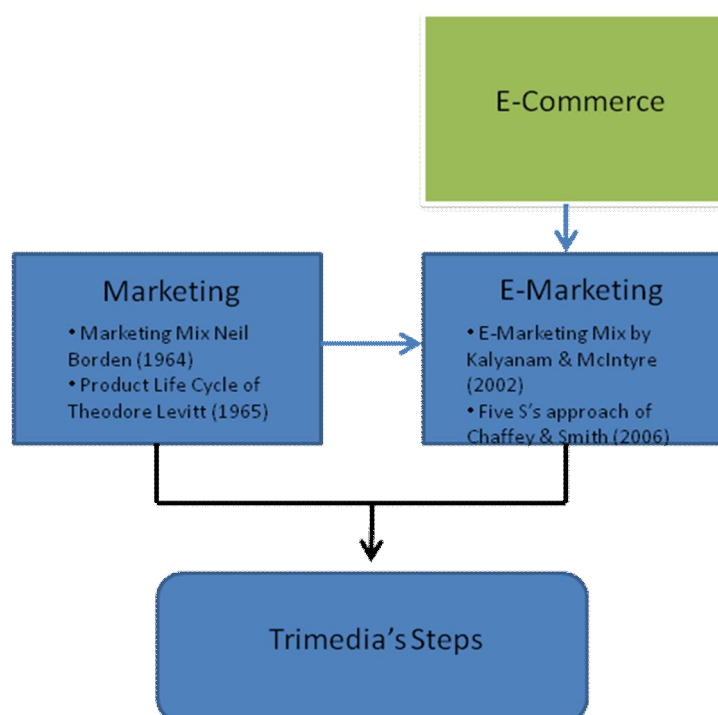


FIGURE 1. Theoretical frame of the research.

Research Method

Relying on the studies of Sharma (2004), the case study might be the best approach considering the features of this thesis. Moreover the author describes a case study in the following way: “Case study involves a deeper investigation of a single unit, may be an individual, a family, an institution, a district, a community or any single even selected for intensive investigation”.

It is also important to emphasize the nature of this perspective, which provides the researcher with liberty to focus the study from any angle and “fruit bearing from his point of view” (Sharma 2004, 16-17.). The case study should not be based in any provided conclusion or hypothesis. Nevertheless, the study will provide a well-founded and develop hypotheses for further investigation.

The research method used for this thesis will be qualitative, considering the nature of the problem and the gathering of information. The study started using theory in a deductively way; then it was tested with the information obtained by the company’s CEO, who represents Trimedia, to obtain the require results.

The way to gather primary data was based on semi-structured interviews to Arto Saksola, focusing on the aims and actual features of the model. Hence the research understands completely the perspective of Trimedia concerning its consulting tool. The secondary data are mainly books, articles and websites of the following fields: Marketing, Methodological Research, Consulting, among others.

2 TRIMEDIA’S STEPS (TMS)

The study will begin with the explanation of the consulting tool known as TRIMEDIA’S STEPS, and then approached it from the Marketing and E-Marketing perspectives. The study will explain the concept of the model and its four different stages or “steps” as they are commonly known by the team of Trimedia.

2.1 What is TRIMEDIA’S STEPS?

As it was mentioned earlier the model arrived with the aim to provide a clear idea of Trimedia’s services. On the other hand, the company is aware that by adding consulting criteria when developing its service, the awareness and revenues from the market are

increased. The model is a four steps process that will provide information of the customer's experience on a web page developed by Trimedia.

The three first stages could be defined as a description of what will drag the customer to the website and keep them there. It is focused on the findability, usability (friendliness) and efficiency of the web page. The last part seems to be the most important stage of the model, due to its nature of a feedback report, by analyzing the results of the efforts. The company would use this step as a launch pad for new improvements on the customer's web page.

Subsequently it is the explanation of each step translated into English from its original version in Finnish. The explanation will be supported by a semi-structured interview to Arto Saksola (3rd November 2008) and the information is based on his thoughts and the researcher's understanding of the model.

2.1.1 Findability

The concept of findability in terms of Trimedia means the location in the right place. "How our customer can be found in Google and by people who actually needs the product". This could be summarized in the search word; which would be use for the website and that would be chosen really carefully by the Trimedia team.

In this sense the web page would be located only by people who actually need the product/service of Trimedia's customers. This would create a more efficient marketing channel that might be less expensive than an advertisement on a news paper. "The idea is to locate the customer's web page as the number one page of Google". At follow it is describe the features of this stage:

- Focusing on acquiring visibility for potential customers only
- Products and services should be located where the customers are looking for them

- Creating a more cost-efficient marketing channel

2.1.2 User experience

This step emphasizes the importance to set up a web page that is “good looking but easy to use”. There might be a nice overall in the design of the website, however the company do not limited its efforts to create an informative tool. Beside this fact the, the credibility is supported by a “web page that is so well design that the customer may think the company is bigger than it is”.

Other important fact of this stage has to do with the possibility to easy surf on the content of the web page. Avoiding complications and improving the experience of the customer with the site; in other words, making the checking process as pleasant and effective as possible. “In every action that a user gives into the web page’s sections, the motivation to contact the company is present”.

At follow it is describe the features of this stage:

- Designing a layout which conveys credibility
- Building an uncluttered page that is easy and fast to use
- Encouraging customers to contact
- Engaging the customers interest with good content
- Creating a nice overall mood for the customers’ enjoyment

2.1.3 Efficiency

The idea to integrate daily activities of the customers into their websites seems to be a logical step to follow. Hence, the concept of engaging the users was defined in the previous two steps. Nevertheless this third one is more concentrated in the “help that a website can provide to a daily work”. This means adding, as much as possible, some business process in the webpage, in order to “save resources”.

The previous explanation is described in the following features of this stage:

- Increasing the websites’ service content
- Harnessing software to provide support services for the customer
- Automating functionality according to possibilities

2.1.4 Continued development

This is the part of the model where the results can be analyzed. Here, Trimedia's team can see if its efforts were successful. By using some “statistics tools as Google Analytics” the company can figure out questions like: How many people visit the website? Or how long they stayed in the same website?

This information can provide to the customer with real figures of its marketing efforts through the web page. Furthermore the mapping process can be supported by tendencies of the users, with the aim to create a real criterion for future development. Therefore the fourth stage is the key element of the success of this model and it is explained in the following three features:

- Measuring results

- Mapping changes in customer behavior
- Acquiring the new optimal route

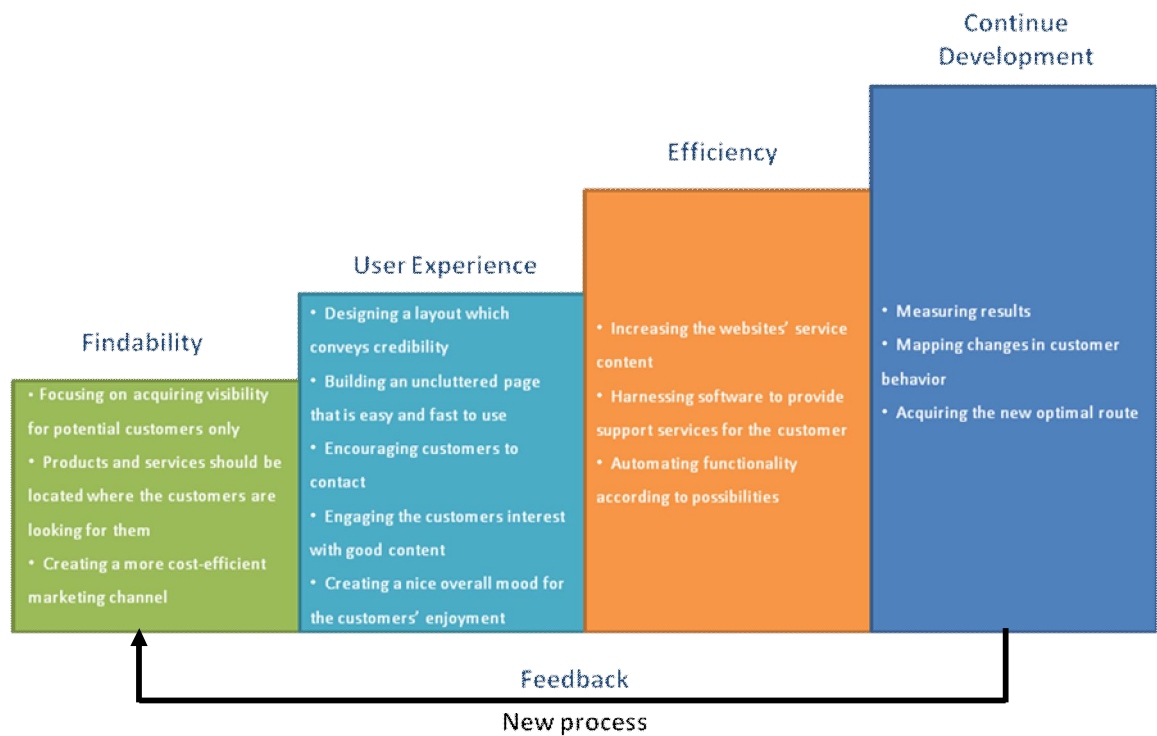


FIGURE 2. TRIMEDIA'S STEPS. Adapted from TRIMEDIA'S STEPS in Finnish (2008)

The Figure 2 represents the scenarios or “Steps” that a customer will follow in the development of a web page. The four steps represent the most important issues related to web design and effective promotion, provided by the knowledge of Trimedia and its working team.

As it was stated previously, the main idea of this model is the increment on sales. This is possible by the Continue Development stage, where the final service is tested with the analytical tool and provides a clear picture of which type of efforts gave positive results. Therefore the final stage is connected by an arrow to the beginning of the model; in order to start a new process with the feedback gathered in the process.

3 THEORETICAL APPROACH

3.1 Marketing Mix Approach

The marketing mix is considered as the main strategic tool for Marketing studies. It was developed by Neil Borden in 1964 (Wikipedia 2009), who described the marketing manager as a “mixer of ingredients”. According to Philip Kotler (2001, 67-68), the definition of marketing mix is “the controllable, tactical marketing tool that the firm blends to produce the response it wants in the target market”.

It seems reasonable to conceptualize it as a tool, due to its use in the description of the marketing efforts. Furthermore it is important to emphasize the simplicity of this model, which provides a clear picture of the whole marketing strategy. On the other hand it also reaches the most important areas of a commercial process.

The marketing mix is divided in four parts, which are known as the 4 Ps:

- Product

- Price

- Promotion

- Place

TRIMEDIA'S STEPS could be compared with this model, regarding on the Marketing approach and its features. Subsequently the research will explain each of the four Marketing Mix parts and its existence in Trimedia's model.

3.1.1 Product

Definition of Product

It is the good or service that a company is planning to commercialize. This is considered as one of the most important parts of the marketing mix, due to the relation with the rest of elements of this frame. The features and quality of a product might provide the marketer with the starting point to continue the development of the market strategy.

Next, focusing on services, it is important to differentiate it from a good. The main difference among these two concepts is the tangibility. A service is an intangible good. Referring to Panwar (2004, 166), services are “identifiable, intangible activities that are the main object of a transaction designed to provide want satisfaction to the consumer”.

The web design it is considered as a service. However it could be partly tangible, considering that the final result is possible to test on internet, several times after the service is provided. On the other hand a consulting service it is completely intangible but could be turn into tangible by a standardization process through a consulting tool or frame.

Product in TRIMEDIA'S STEPS

The Product approach could be located in the second and third step of TRIMEDIA'S STEPS. This research locates this part of the marketing mix in both of these steps, considering the features of them. On the User Experience step, the company emphasizes the designing process of the web page. Moreover it adds some features to the final product, by specifying the concept of uncluttered.

The next step is Efficiency. It indicates the increase of possibilities in the performance of the web page, and the inclusion of activities of the business process. This is with the aim to simplify the commercialization or business activity with the customer. The Efficiency

represents this increment of possibilities to the business process, by the following features of this step:

- Increasing the websites' service content.
- Harnessing software to provide support services for the customer.
- Automating functionality according to possibilities

According to this comparison, it looks reasonable to believe that the Product parameter is intrinsic in Trimedia's model. The Efficiency step is the stage of the consulting tool that maintains more resemblance with the features of the Product segment. Therefore it would be located in this P of the Marketing Mix.

3.1.2 Price

Definition of Price

Price "is the amount of money customers have to pay to obtain the product" (Op. cit. p.68.). The price setting varies from different factors and strategies according to the product and market that a marketer is aiming. However it is important to relay, the designation of price, on three agents that could affect its perception and future success: Cost, competition and customer.

The Cost refers to the production expenses. This amount will provide a rough idea of the product's price. Starting from this point, it is important to maintain profit after covering all the cost of the product. In order to obtain this equilibrium a company could use a Break Even Analysis to establish a price that covers the fixed costs and variable costs of the production.

The Competition it is also an important reason to determinate a price. In some markets exists several competitors and the price setting could be maintain among a rank. The price setting is often related to quality. For this reason, in an effort to gain market share with the competitors, lowering the price could be a risky strategy.

The Customer could be the best way to determinate a price. Considering the appreciation of the product; a company can establish a price based on the value that it might have in the market. Despite this fact, the branding is an important issue that affects the way a customer appreciates the value of a product. Therefore as an example, a Starbuck's coffee might cost ten times more than the real cost of a cup of coffee.

Price in TRIMEDIA'S STEPS

This research did not find any resemblance between the Price and the steps of Trimedia. The Price is not used in this model as selling argument and is not named as part of the development of a webpage. However, it could be approach from the main perspective of this consulting tool: Turn web sales efforts into more sales through a more cost-effective channel.

Starting from this point, the consulting tool is based in the principle of creating more money for Trimedia's customers. However the approach is based on the customer's need of profit, but not in the way that the Price's strategies will be use to reach the market. For this reason it is not possible to compare it.

3.1.3 Promotion

Definition of Promotion

This stage of the marketing mix is the announcement of the Product into the market. The promotion is all the communication efforts that are applied in order to obtain the responds of the consumers. The Promotion parameter could be study apart from Marketing in the

Advertising field. The importance of this area of study could relay on the impetus that might provide to the marketing campaign.

The promotion attempts should be focused on the Product and its features. Several companies spend millions in advertising campaigns; nevertheless it might be difficult to measure the exact impact of these efforts. Often to measure the success of a campaign, a company should relay on the increment of sales on a defined period, where the promotions efforts were applied.

Promotion in TRIMEDIA'S STEPS

“The success of Promotion is highly dependent on the effectiveness of the website design” (Combe 2006, 130). Trimedia is aware of this fact; hence the Promotion seems as a key element of the consulting model. The step that could match with the Promotion stage might be the User Experience. This research build on this statement in the similarities ahead mentioned.

The “designing of a layout which conveys credibility” refers to the promotion of an added value through the website. It seems reasonable to think that the customers might perceive in a web page if a company is professional. Next, it is the effort to “encourage customers contact”; which is a basic principal of Promotion. As a communicational tool, the consulting model should inform the target consumer to contact the company.

Finally the “creation of a nice overall” could be considered as a promotion effort, due that its main idea is to maintain the consumer in the webpage by creating an overall enjoyable for the human view. In this principal could be also add the idea of “Engaging the customers interest with good content” as a way to keep awareness of the webpage and the potential sale.

3.1.4 Place

Definition of Place

This stage of the marketing mix refers mainly to the distribution of the good or service. It involves all the efforts to locate the Product in the hands of the correct target. Considering this fact, it is important to determinate the correct channel of distribution. Hence, the company might avoid the waste of resources by locating products in the wrong segment.

Furthermore, the access of a Product is one of the main concerns of this stage. The locating of the Product in the place where is need it and to the right customer. The selection of the right Place, where a company is selling its Product, might result in a better cost for distribution.

Place in TRIMEDIA'S STEPS

The Place stage is stated in the beginning of Trimedia's consulting tool, and from the perspective of this research, is the most important element for this business process. The step called Findability refers to the location of the web page in the right channel. It is the acquiring of visibility for potential customers only. Trimedia stated at the beginning of the consulting service, the location of the customers at the top of the internet searchers as Google.

This stage refers to the search word. This might be the beginning, of the success or failure of a web page. The consulting tool pretends to locate the customer's web page in front of all the competitors of the market. This will provide them with a competitive advantage among the rest of the market players and might increase cost-efficiency in distribution channel. According to Arto Saksola (2008) the model explains Trimedia's aim to locate theirs customers as Google's number one page in their business in Finland.

However there is a problem when applying this approach to different customers of the same industry. “If we have two customers from the renting apartment business sector, we can not tell them that both are going to be number one”. In sum, this research could imply the existence of the Place stage in the consulting model. Nevertheless the effectiveness might be a subjective issue and could be research deeper; but this study is aiming to prove its resemblance with different theories as its main objective.



FIGURE 3. TRIMEDIA'S STEPS on the Marketing Mix model

3.2 Product Life Cycle Approach

3.2.1 Product Life Cycle

The product life cycle is the path that a product might face in the market and it is “based upon the biological life cycle” proposed by Theodore Levitt in 1965 (Marketing Teacher

2009). It is represented by a curve developed among two axels: Time and sales. These two concepts are represented in five different stages of the PLC:

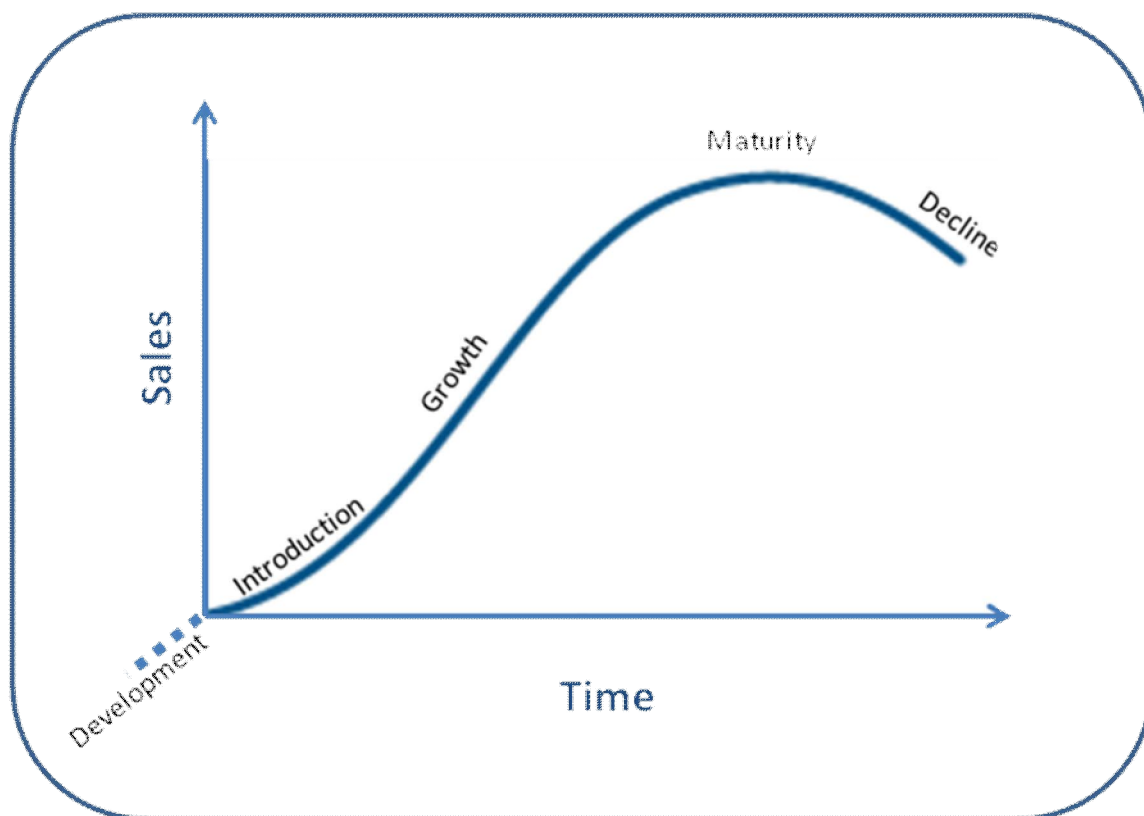


FIGURE 4. Product Life Cycle. Adapted from Marketing Teacher's web page (2008)

- **Development:** The development includes all the efforts to bring a product to the market. It could be reasonable to think that the Marketing Mix model is involved in this process. It is important to emphasize the conglomeration of different areas of a business to achieve this goal, like financial, engineering, logistics, among others.

Referring to Gordon Foxal et al. (1998), new products can take five forms:

- a) Product modification: The replacement of an existing product in the market.
 - b) Line extensions: Increasing the lines of a product.
 - c) Brand extensions: Locating a brand in a different product.
 - d) New brand: The conception of a new brand.
 - e) Innovation: A complete new product.
- **Introduction:** This is the beginning of the product in the positive side of the scale. However it is an expensive stage considering the costs of putting a new product into the market. Normally this introduction stage includes high expenses considering advertising and educational campaigns. The product might face low sales and high costs.
 - **Growth:** The growing stage of a product is characterized by increasing sales, which represent the most profitable phase of the whole PLC. In this stage the competition begins to be tougher and differentiation might play a key role to compete.
 - **Maturity:** The market knows about the product, hence advertising expenses are reduced. The sales are stables, which mean that growth might not be an option. The competition might use Price as an element to distinguish from the rest of the players. Thus, the product's price needs to be adapted to the competing market. In this stage is normal to use price strategies. This means reduction of the price in a way that the customers might not perceive the change. One example could be the reduction of price for a bigger amount of goods.

- **Decline:** This stage is characterized by the reductions in sales. The product is not longer worth to make efforts in the market. In the decline stage the company can take two approaches. The product can be rip out of the market in order to avoid looses or could be renovated and maintained in competition. When a product is renovated it might be possible that it is located in the maturity stage. Some products that are in this stage could be maintained for the brand and what it provides to the company.

3.2.2 Product Life Cycle vs. TRIMEDIA'S STEPS

Starting from the basis of both models, the amount of customers is the main index to move the product among the time line in the market. However, according to the interview held with Arto Saksola (January 14, 2009), the consulting tool does not provide time to the customers. It seems reasonable to think that time is an important matter, when a company is providing a consulting service.

Nevertheless the time is intrinsically included in the service, but not specify in a period. The four steps of Trimedia's model might not be possible to measure according a scale to time. The main propose of the model is to help the customer to understand the efforts that Trimedia will add to the final web page. Considering this fact, it looks reasonable to relate the three first steps with the Development process.

On the other hand the forth step, Continued development, could fit with the process of the Product Life Cycle; considering the three main points of this step: Measuring, mapping and renewing. Arto explained the main idea of the whole model in the following way:

“Let's assume that there are 1000 visitors to the web page (*findability*), considering that some of them are interested in the content, the number of people that continue checking could be reduced to 500 (*User experience*). Relying on the *efficiency* of the web page that number could be 100. At the end of the process we might have 50 buyers. This is the

point when the *continues development* start its action and measure what went ok and apply this to the next web page design. Hence the next scale will begin in 2000”.

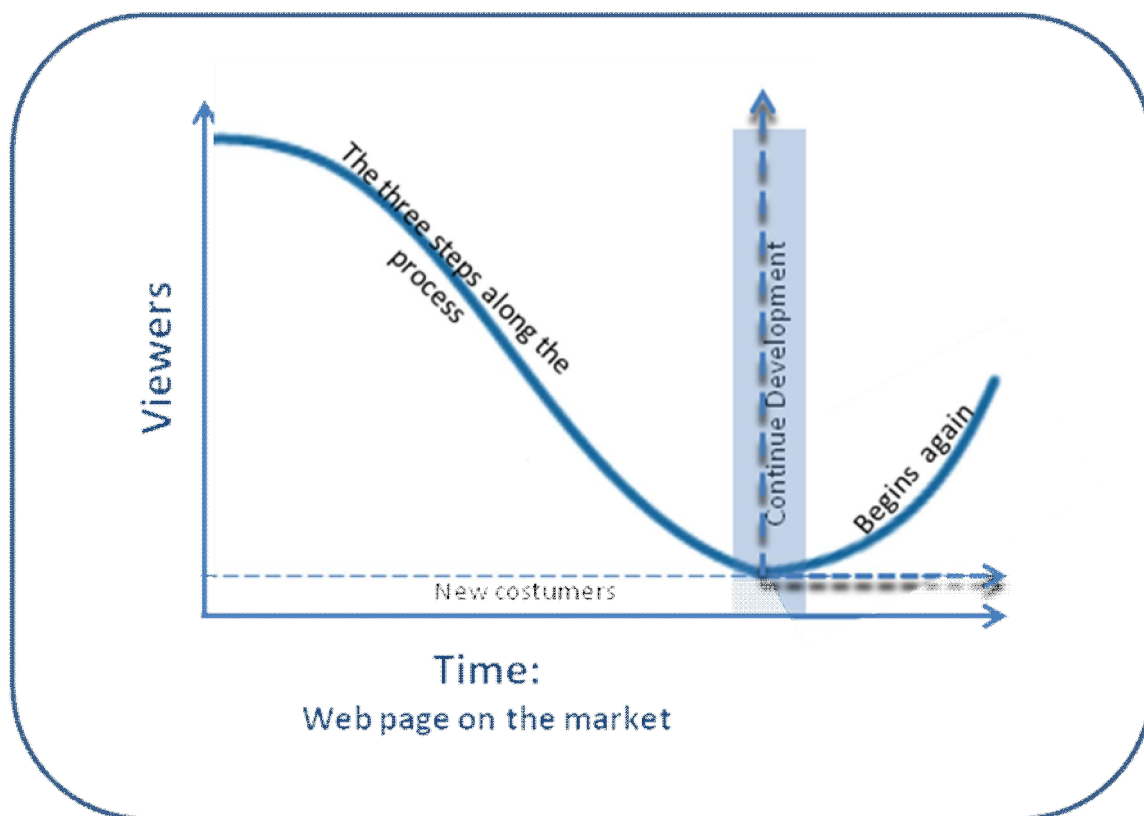


FIGURE 5. TRIMEDIA'S STEPS in a propose web life cycle.

In this sense the whole model should measure the results of the surfers. However there is not time included in the measuring process on each step. There is not possibility to tell how many viewers were in each stage and end up as customers. Due to this it would be better to measure the results at the end of the whole process, it means in the fourth step. Making some resemblance with the Product Life Cycle, if the consulting tool would have time, this research would propose that the curve should be decreasing.

According to the graphic, instead of sales there would be viewers and in the final stage there would be actual customers. The continue development is the area painted in blue and this will give the start of a new life cycle, with the new customers as the starting point of the curve. It seems reasonable to make the curve decrease considering the filtration process of viewers into actual customers.

3.3 E-Marketing approach

3.3.1 E-Marketing definition

In order to define this concept, this research will provide the point of view of different authors:

- “E-Marketing involves marketing online whether via web sites, online ads, opt-in e-mail, interactive kiosks, interactive TV or mobiles. It involves getting close to customers, understanding them better and maintaining a dialogue with them” Chaffey & Smith (2008, 14).
- “It is the online sales side of e-commerce. It is all the efforts of a company to advertise, promote and sale goods and services through internet” Kotler Et al. (2002, 82).
- “E-Marketing enables relational exchanges in digitally networked and interactive environments” Kalyanam & McIntyre (2002, 2)

It seems obvious to define it as marketing on the internet. The term Marketing is all the process and efforts involved in the commercial process. An interesting point of view of these previous definitions is the characteristic of shorter distance with the customer. Starting from this point of view the integration and interaction with the customer could be

the key points of E-Marketing. Thus, considering the importance of communication in business nowadays, and the advanced systems of information

This research might define E-Marketing in the following way: E-Marketing involves all the commercial activities using electronic tools, with the aim to integrate the target customer through a faster interaction, than in regular Marketing. Furthermore some of these authors have different approaches considering the theoretical framework applied on this relatively new field. The research will explain the proposed E-Marketing Mix by Kalyanam & McIntyre (2002) and the five S's approach of Chaffey & Smith (2008).

3.3.2 E-Marketing Mix

The E- Marketing mix proposed by the authors remains holding the 4 basic P's of Marketing Mix, however it evolves into different dimensions that are summarized in the following formula:

$$\text{E-Marketing Mix} = 4P's + P_2C_2S_3$$

FIGURE 6. E-Marketing Mix formula. Adapted from Kalyanam & McIntyre (2002)

- **4 P's:** It represents the original Marketing Mix. Product, Price, Promotion and Place.
- **P₂:** The two P's represent Personalization and Privacy.

- Personalization: The gathering of information is an important issue in this model; hence the tailoring of the service is possible through software.
- Privacy: The information will be collected and the web page should provide trust to the customer that this information will be use only for improving the business process with the company.
- C2: The two C's represent Customers service and Community.
 - Customers Service: This means the fast support to the customer over time, and considering the advantages of a web page this seems possible.
 - **Community**: Considering internet as a network it is important to make emphasize in the number of members of a web page. In the case of some e-business the number of members represents more presence on the market.
- S3: The three S's represent Site, Security and Sales.
 - Site: It represents the point that is available anytime and anywhere and the use of interaction in any aspect of exchange. This will also allows a faster relation of exchange, by obtaining the update last sales as an example of an advantage.
 - Security: This is considered from two perspectives. The transaction with the credit cards and the information gather about the customer's financial information.

- **Sales:** The selling process that in this approach is consider as part of the basic Marketing Mix. Considering that there are some authors who created more features for the original Marketing Mix.

3.3.2.1 E-Marketing Mix vs. TRIMEDIA'S STEPS

The basis of Marketing Mix has been compared with Trimedia's consulting tool, and so far it has found some resemblance considering this marketing approach. It is important to emphasize the main meaning of Trimedia's model, is the explanation of the service in an easy way. Considering this as a starting point, it could be said that the proposed E-Marketing Mix model appears a bit complicated for a selling explanation.

Due to this, the E-Marketing model should not be follow step by step. However it would be worth to take in consideration the main ideas of each characteristic and adapt them into a model that could fit into the needs of Trimedia. This means an easy and fast tool to sale consulting service.

- P₂
 - Personalization: On the fourth stage of TRIMEDIA'S STEPS, the model denotes the mapping of changes in the customer's behavior. This might imply the future personalization of the web page for the customer's needs.
 - Privacy: There is not resemblance with this stage.
- C₂
 - Customers Service: On the third stage the creation of harnessing software could be a key point to help further after sales service. Beside

this fact the increment of web services could help improve the selling process.

- **Community:** There is not resemblance with this stage.
- S₃
 - Site: There is not resemblance with this stage.
 - Security: There is not resemblance with this stage.
 - **Sales:** The increment of sales is the key point of this model. Despite the fact that it is not included as one of the steps, the “selling” goal is intrinsically involved.

These features could be included in some web pages considering the service.

Nevertheless it is important to standardize the model to be used in any case and with any company. The Privacy, Site and Security approaches could be add to the model, considering the importance to maintain the web page reliable and always ready. On the other hand the Community could be an advanced stage for the creation of a social capital strategy according to the customer’s business.

For instants this research though in the second step, the “designing of a layout which conveys credibility”, to compare it with Security and Privacy. However the approach of TRIMEDIA’S STEPS is to make a layout that brings a trustful feeling and this does not involve any commercial trade or exchange of information.

3.3.3 Five S's

Considering the importance of having a close relation with the customer the Five S's approach pretend to identify, anticipate and satisfy the needs of the customers in an efficient way. They are described in the following way:

- **Sell:** The possibility of having a web page, allows a company to sell in a wider scale. This point means reaching more customers and solving more needs.
- **Serve:** This feature aims to provide better information to the customers and improved after sales service.
- **Speak:** This means to improve the communication with the customer by using surveys online. This is possible using mails and the web site itself.
- **Save:** An important issue in every web business is the reduction of costs. By including process in a web page the business process's costs can be reduced. As an example the administrative costs, selling expenses and logistics.
- **Sizzle:** The enhancement of the brand online. "Extend the brand online". This means creating a new experience of the brand through the internet, by adding extra value.

3.3.3.1 Five S's vs. TRIMEDIA'S STEPS

The importance in this model is the approach similar as the customer relation manager field. Hence, it is in customization that these five stages are based. At follow they will be compared to Trimedia's consulting tool.

- **Sell:** The main propose of TRIMEDIA'S STEPS is to increase the customer's sales. However the perspective of this theory is to reach a bigger market, which the model also suggests. As it was mentioned in the Sales step of the E-Marketing Mix, this feature is also intrinsically involved.
- **Serve:** The resemblance with this stage could be appreciated through the different steps. The first step is aiming to help the customer to find the products where the customer is looking for them. The second step is searching to implement a web page without clutters, hence the customers can use easily and fast. Beside this fact, the idea of including interesting content is a way of adding value to the customer.

The third step wants to facilitate the business process, by providing software that can help the customer to interact automatically with the web page. The forth step will measure the results to provide a better service in the future development of the web page.

- **Speak:** This stage is based in the possibility to interact with the customer, by having surveys and feedback. TRIMEDIA'S STEPS has the possibility to measure the results, however it is not from the customers own opinion. From this point of view it could be said that there is not a possible resemblance. At the beginning this research was focusing on the similarity with the second step, on the feature of encouraging customers contact. Nevertheless this idea is to motivate the customers contact to obtain a sale, not his opinion.
- **Save:** In TRIMEDIA'S STEPS there is not resemblance with the saving money approach. It could be understand the saving money process by adding support services in the third stage. Nonetheless there is not an explicit explication of this fact.
- **Sizzle:** There is not resemblance with this stage.

The comparison with this model could provide a helpful idea of what new features could be added to TRIMEDIA'S STEPS. It seems reasonable to think that some of these characteristics could be included. The main value that should be taken into consideration when applying new steps or features should be simplicity. Thus the main idea is to explain the use of a consulting web service, in a simple way that could be understood by a person who is now acquainted with Marketing or web development.

4 CUSTOMER'S INTEGRATION

4.1 Customer's background information

TABLE 1. Stafix's information.

Name of the company	Stafix Oy
Company's website	www.stafix.fi
Year of establishment	February 2007
Location	Konttisentie 8B 40800 Vaajakoski Finland
Number of employees	7
Size of the company	Small
Years of working with Trimedia	2 years
Name of the CEO	José Ayala

The company Stafix Oy (Ltd.) is described in its website as “an international, innovative and flexible company located in the heart of Finland” (Stafix 2009). The firm is involved

in the high tech printing market and it develops a self-adhesive film, which is based in the principle of static energy. This material is harmless to walls and windows, therefore the advertising field might be its main segment.

Stafix maintain a B2B relation with Trimedia since two years. The reason to choose as the subject of this interview is due that this company did not have any previous experience with the TRIMEDIA'S STEPS model. The following information will be an adaptation of the interview realized to Jose Ayala, CEO of Stafix. The core interest of the interview is to obtain as much feedback as possible from a real customer of Trimedia.

4.2 The interview to Jose Ayala

The model was exposed to Jose Ayala who listened to the explanation of each step. The main ideas of the model were approached, considering the interest on providing a better service to the customers of Trimedia, and the use of an easy and understandable selling tool. Moreover the theory was explained briefly to later on continue with a description of the comparison with the TRIMEDIA'S STEPS.

This perspective took in consideration the Marketing Mix theory and the two theories explained in this study from E-Marketing. This was a semi-structured interview so it allowed the interviewee to provide as much information as possible. Hence the following statements are a summary of the core ideas of Stafix's CEO.

General Impression related to TRIMEDIA'S STEPS

The idea of this type of selling tool was well received by Stafix's CEO. The main concept was described for him as a "really genius system, that would help the company the most". The main concept of the steps was considered by him as a good idea to use for customers.

Nevertheless Jose gave some critic to the name of the model. “The idea of TRIMEDIA’S STEPS does not give me any information of what really is. In the sense that if I would be another customer I would consider this concept more like a health rehabilitation process.”

Referring to the idea explained before, it seems reasonable to think that the word “Steps” could be ambiguous. This word is used from diets to recovering processes. It is also possible to relate it to every process that has stages, for this reason the word “Steps” could be deleted.

One suggestion provided by the interviewee was to emphasize its characteristics, referring to “American models which involve the words efficient, effective or improvement.” The main concept of this model is the continue improvement of the web page, hence the addition of the internet concept could be a good approach.

On the other hand, Jose also made some comments considering the bullets points on each step. “The idea is good; however the bullet points are a bit complicated to understand if the company does not try to solve any pain.” From this perspective the idea would be to challenge the customer in the sense to solve pains. Instead of locating bullet points, the potential approach could be questions which try to interest the customer.

The model compared with the Marketing Mix approach

Stafix’s CEO checked the model from the Marketing Mix perspective, approached through this study’s perspective, and provide some interesting information that is summarize at follow. “The idea through this perspective is hard to understand. I consider that is hard to relate the four Ps of the Marketing Mix. It has some disagreement with the development of a webpage. I would relate it more with a tangible product.”

Beside this possible discrepant, the interviewee considers that the theory can be too complicated for some CEO’s, who are searching efficiency on the business process. From other perspective he also implies the lack of resemblance of the Price stage with the

development of a web page. “I do not see the Price as a selling argument. I would maybe consider that this information is more related to the Trimedia customer’s company, but can not be approached to the customers of the customers as an advantage”.

However Jose provided an interesting idea of including Price as question for the customer. “Why you do not have your price in the web page? Maybe it would make the business process easier. Or from another perspective, a tool that can provide pro-forms that can help the business to be more efficient by obtaining the Price faster. That could be something that Trimedia can offer.”

The model compared with the E-Marketing approach

All the features of the E-Marketing Mix model of Kalyanam & McIntyre (2002) and the Five S’s approach of Chaffey & Smith were explained to Jose Ayala during this section of the interview. In a summary he considered that all these features can be helpful for the model. He commented that all the ideas could be use, if the company approaches them as a pain solving question.

The main idea it would be to solve or improve the web page based in these arguments. One special feature Jose got interested was the Community approach from the E-Marketing Mix. He was considering on creating a Hub (community on internet) for the product of his company. However “the problem is not related to the development of a web page that contains this, but to make it successful that is the real challenge”.

5 TRIMEDIA’S NEXT STEP?

The idea of a consulting tool has been justify through this study supported by theory and the experience of the company Trimedia. By standardizing the service with a consulting tool the company could have another source of revenue than the consultant’s time. Beside

of this benefit for the consultant, the customer will be able to understand and follow the process on an easier way (Phillip 2006, 28).

TRIMEDIA'S STEPS has resemblance with the theoretical approach in several features; nevertheless one of the objectives of this study was the improvement of this consulting tool. Hence, the model could include some features according to the theories early studied. The plan will be developed from the original model TRIMEDIA'S STEPS, according to the best features found in this research.

Referring to this study there are several similarities and some others that are not contemplated. The proposed new features might let an open door to further development and it will be adjusted according to the author's perspective. Therefore they should be guidelines to approach from the reality of Trimedia's target customers.

5.1 A new name

Relying on the interview made to Jose Ayala the name does not represent the model's use. The new name of the model should emphasize its main propose: The improvement of the web page as a Marketing tool. It should be consider as the slogan of the consulting tool, hence it needs to be short and rotund. The name should communicate the main advantages of using the service of Trimedia in the website development.

The following attributes are considered by this research to be involved in the name:

- The increment of awareness
- The increase in sales
- Continue development
- Measuring results

- Right track to improvement

5.2 Marketing Mix approach: The Lack of Price

Considering that the model do not use price as a selling statement, the model could think on the advantages and disadvantages of avoiding this feature. Jose Ayala provided an approach to this statement focusing on the reason to add price in the model. “If the company is not showing its price in the webpage, what is the reason? By adding the price in the web page, do you think that the business process would be more efficient?”

He also emphasize the idea of adding a pro-form tool to provide the potential customer of an idea of how much will cost the product, avoiding the waist of time of asking for this document and then waiting the reply. In this sense the company could use the promotion on this type of tools related to price as a sales argument.

5.3 E-Marketing approach

The following characteristics could be use for TRIMEDIA’S STEPS, nevertheless it is important to approach it from the selling perspective, it means these features are important in a web page and Trimedia can offer them as part of its service adapting them into the consulting models frame.

They are all added features from the E-Marketing perspective, supported by the E-Marketing Mix and the 4Ss theory. Hence in a theoretical perspective the consulting tool TRIMEDIA’S STEPS, do not contemplated this features and could be added based in their importance for a web page.

5.3.1 New Findability

The New Findability step should include one new element into its features: Site

Site: As the Site element represents the ability to be available on regular basis, this study locates this feature in the first step of TRIMEDIA'S STEPS. Hence the model explains the Findability and readiness of the web page. It could be also located into the Efficiency considering the idea of being accurate and with the User Experience on the concept of helping the business process all the time. However it might be located in this study at the beginning.

5.3.2 New User experience

The New User Experience step should include two new elements into its features: Sizzle and Privacy.

Sizzle: The Sizzle will increase the online experience of the brand; hence the customer will find in this step a reason to use web page. The webpage might be an evolution of the brand, providing since the beginning the feeling of receiving an extra benefit by using this site.

Privacy: Considering the characteristics of this step, which aims to encourage the contact from the customer, Privacy might be a good feature to add to the model. The original idea of privacy is the management of the customers information, hence the potential client might feel save to provide as much information as possible in the business process.

This information might help for the CRM process. However there should emphasize the importance of maintaining this information inside the company only and how Trimedia avoids the hacking of personal information.

5.3.3 New Efficiency

The New Efficiency step, from this research perspective, is the stage where the customer can automatically realize a purchase from the web page. Thus, the importance of including Price as a parameter might be important for this approach. Considering that the Price stage of the Marketing Mix is more related to the setting of a price for the good or service, the adoption of this stage into the New TRIMEDIA'S STEPS should be different.

The idea should be the improvement of the purchasing Price, by creating an effective selling process where the customer saves money, by using the website. Starting from this perspective, the New Efficiency will adjust Price supported by two elements of the different approaches of E-Marketing: Save and Security.

Save: The reduction of the price by using the website. Hence the customer saves time and money just by one click. The automatization process avoids the customer to visit the company, and might save time and money.

Security: The customer can use this webpage to purchase a product, due that it is secure and the financial information is protected from hacker infiltration. The research is only focusing on the theoretical marketing knowledge, thus the possibility of adding this element is only a proposal; considering the fast evolution of the market, the research unknowns the possibility to avoid this problem.

5.3.4 New Continued development

The New Continued Development should include one new element into its features: Speak.

Speak: This element represents the voice of the customers. In other words this element might tend to create interaction with the market, by using surveys and the web itself. Considering that communication is an important part of the whole consulting tool, the

Speak element might aim the creation of an active communicational channel. Jose Ayala explained the use of a button in Stafix's web page. The name of it is "Feedback" and it provides the customer with the ability to suggest or provide information for the development of the business process.

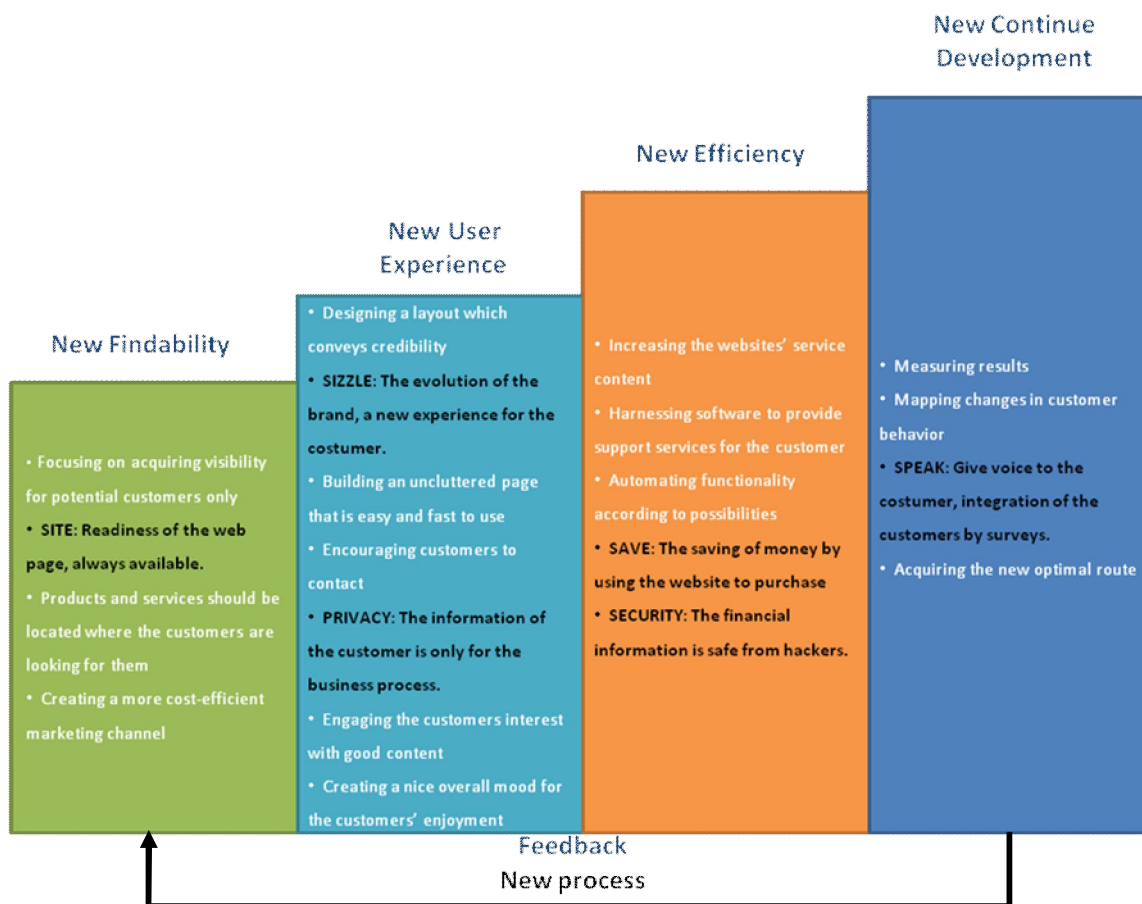


FIGURE 7. New TRIMEDIA'S STEPS. Adapted from TRIMEDIA'S STEPS (2008)

6 CONCLUSIONS

The study began with the aim to compare TRIMEDIA'S STEPS with two widely known, commonly accepted and easy to understand theories, from the Marketing and E-Marketing field. Starting from the first subject, during the course of this research the

resemblance was tested with two theories that could be considered as the basis of Marketing: The Marketing Mix and Product Life Cycle.

The study found several similarities between the Marketing Mix and TRIMEDIA'S STEPS. It was also possible to divide the features of the consulting tool into three stages of the Marketing Mix. The three parts applied to this comparison were: Product, Promotion and Place.

However the research did not find any resemblance with the Price stage. The Price strategy is not located into the consulting tool and according to its features is not considered as a selling argument. The study provided a potential approach for the Price stage. In order to add it to the model the idea of the price should be a problem solving strategy.

In order to use Price as a strategy the customer should understand what advantage can obtain from locating the Price in the web page. Other road could be the help of providing Price in an easy way, by adding a pro-form tool into the web page. On this sense the customer will save time when asking information about the product and could be a key point to respond faster to the demand.

On the other hand the comparison with the Product Life Cycle was not possible with this research, considering that the consulting tool does not provide time to the customer. In other words the time is intrinsically implicit into the development of the service, but it does not have an exact scale to measure the results.

However the time scale is an important issue when it comes to the Product Life Cycle approach. The curve model moves forward on a scale of time. Starting from this basis, the study though that in a symbolic way the fourth stage of TRIMEDIA'S STEPS could be represented from this perspective.

The consulting tool would move through the time scale in a subjective way, considering only the outcomes of the fourth stage. Instead of sales the graphic would have viewers and might conclude in sales. The new curve should begin from the incremented scale of viewers.

Turning now the attention to the E-Marketing field, the study was searching for any resemblance with TRIMEDIA'S STEPS and two new theories from the E-Marketing field. Hence the two theories chose were: E-Marketing Mix and the Five Ss theory. The comparison provided several similarities that the consulting tool has and is considered from the E-Marketing perspective.

The research took some of the features of these two theories and add them to the consulting tool; redefining every step. Among these changes the idea to renew the name appeared by the interview held to Jose Ayala of Stafix Oy. The research added this interview as one of the chapters considering the importance to obtain a point of view from the market.

7 DISCUSSION

The comparison process was a difficult task, due to the wide scale of theories and studies available in the Marketing field. The study chose two theories based it their features, their use and renown in the market. Staring from this basis, it seems reasonable to choose the Marketing Mix and Product Life Cycle as an approach.

The Marketing Mix model is the first tool taught in the field of Marketing. It explains in a simple way the four fields that mainly affect the commercialization process. On the other hand the Product Life Cycle could be considered as the main figure to explain the process of a product during its performance in the market.

However it would have been possible to compare the consulting tool with other theories. Perhaps the easiness of the model would have been an issue when using more advanced theories; but it could have provided more information to the final outcomes. On the other hand, the use of E-Marketing was an important idea for this study. This fact is due to the additional information added to the final outcomes.

Nevertheless, the field of E-Marketing is really new; in some cases it is studied as a part of E-Commerce. The importance of this field could be questioned in the sense of its importance for this study. The idea of using theories that are widely known was referring mainly to the Marketing field.

However this was not a reason to limit the E-Marketing theories. The E-Marketing theories were chosen considering the resemblance with the Marketing theories used in this research. Furthermore the use of other theories could have provided more efficient outcomes from this field's perspective.

Now, focusing on the importance of time; the consulting service should provide time to the customer, but it might imply that each stage should be measured; which would make the service more complicated. According to the experience of the researcher, most of the consulting services provide a period of time where the efforts of the consulting company will act on the customer's company. Nonetheless, time has not been a problem for Trimedia. The company keeps on selling this concept and it is accepted by the market.

Another point of view that should be taken in consideration could be the use of hubs or communities to increase the importance of a product into the market. Considering the nature of websites, the importance of some of them rely on the number of viewers. Therefore Trimedia could use this as a selling argument, but the question should be in what sense?

One of the issues referred to the consulting tool is the concept of being the number one on Google. In this sense several companies could not be number one in a web searcher.

Trimedia sells this concept as the opening gate for the whole consulting service; however, how could this be approach?

An option discuss it with Arto was the differentiation of each company, in order to create a possible solution for reaching customers in the same industry. In this sense the concept of the Unique Selling Proposition of Roser Reeves (1961) could give a hand to solve this problem.

There might be more techniques to create the right promotion to be efficient in the distribution channel; especially considering the nature of websites, this should be the main problem when developing a web-concept.

8 REFERENCES

Ayala, Jose (2009). CEO, Stafix Oy. Interview of March 13, 2009.

Bird, Steve (2004). Marketing Communications. Juksaisija Juta and Company Ltd.

Cannon, Jeff (2000). Make your website work for you. Commerce Net Press.

Chaffey, Dave & Smith, Paul (2008). EMarketing EXcellence: Planning and Optimising Your Digital Marketing. Publish by Butterworth-Heinemann.

Chaston, Ian (2000). Entrepreneurial Marketing. Ichor Business Books.

Combe, Coli (2006). Introduction to e-business: management and strategy. Butterworth-Heinemann.

Creswell, John (2003). Research Design: Qualitative, Quantitative, and Mixed Method Approaches. Sage.

Diaz de Santos, Claudio (1990). El Marketing Mix: Conceptos, estrategias y aplicaciones. Marketing Publishing Center.

Foxall, Gordon; Goldsmith, Ronald & Brown, Stephen (1998). Consumer Psychology for Marketing. Thomson Business Press.

Kalyanam, Kirithi & McIntyre, Shelby (2002). The E-Marketing Mix: A contribution of the E-Tailing Wars. E-business Research Center Working Paper. P.2-7.

www.ebrc.psu.edu

Kotler, Philip Et al. (2002). Fundamentos de marketing. Pearson Educacion.

Marketing Mix (2009). Referred to on January 13, 2009. Wikipedia.

http://en.wikipedia.org/wiki/Marketing_mix

Methods for the Product Life Cycle (2009). Referred to on February 21, 2009. 12

Manage. http://www.12manage.com/methods_product_life_cycle.html

Moschis, George (1994). Marketing Strategies for the Mature Market. Greenwood publishing Group.

Perez, Emilio (2005). E-marketing: El marketing a través de las nuevas tecnologías. Ideaspropias Editorial S.L.

Phillip, Jack (2006). How to build a successful consulting practice. Mc. Graw Hill.

Ribeiro, Domingo (2004). Asesoramiento en dirección de empresas: La consultoría.

Saksola, Arto (2008). CEO, Trimedia Oy. Interview of November 3, 2008.

Saksola, Arto (2008). CEO, Trimedia Oy. Interview of November 6, 2008.

Saksola, Arto (2008). CEO, Trimedia Oy. Interview of January 14, 2009.

Sharma, Manoj (2004). Research Methodology. Anmol Publications.

Stafix: The company (2009), Referred to on March 19, 2009. The website of Stafix Oy.
<http://www.stafix.fi/the-company/>

Sääksvuori, Antti & Immonen, Anselmi (2005). Product Lifecycle Management.
Birkhauser.

The product life cycle (2009). Referred to on February 20, 2009. Marketing Teacher.
http://www.marketingteacher.com/Lessons/lesson_plc.htm

Trimedia-International Internet-design and Marketing (2008). Referred to on December 22, 2008. The website of Trimedia Oy.
<http://trimedia.fi/index.php?mact=News,cntnt01,detail,0&cntnt01articleid=2&cntnt01origid=84&cntnt01returnid=85>

Turba, Efraim & King, David (2003). Introduction to E-Commerce. Prentice Hall.

Unique Selling Proposition (2009). Referred to on March 20, 2009. Wikipedia.
http://en.wikipedia.org/wiki/Unique_selling_point

Unique Selling Proposition (2003). Referred to on March 18, 2009. Business Town.com.
<http://www.businesstown.com/advertising/basic-usp.asp>

Winston, William (1994). Marketing for CPAs, Accountants, and Tax Professionals.
Julkaisija Haworth Press.