



Marketing Communication Plan

Case: Hedgehog Foods and Beverages Oy

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<p>The thesis was made for a start-up company called Hedgehog OY established recently in 2017 in Finland which operates as a B2B official representative in the Nordics selling foreign items consumer goods without a margin and the first to do so "exclusive "in the market.</p> <p>The main reason to write my bachelor thesis is to create a supportive constructive marketing communication plan which Hedgehog OY could benefit from in the future both long and short terms. The objective itself to create a marketing communication plan and define what kind of factors really influence the decision making of B2B customers if to operate with Hedgehog Oy to build and increase brand awareness, increase sales, grow market shares, target potential clients as well as to enhance customer relations, visibility, and gain more customers through communication channels as it lacks marketing.</p> <p>The collection of the information was based on the company's current situation in addition to the benchmarking results to create a marketing communication plan and assist the selection of proper marketing tools for customer groups in the market.</p> <p>The thesis contains six main parts: Introduction which contains general information about the thesis and an outlook of the company. Theoretical framework, more as a theory layout, which follows more the definition of marketing, communication, marketing communication & B2B Marketing and other concepts surrounding the topic such as Marketing Services, channels, Segmentation, Marketing mix, SOSTAC, and Digital Marketing.</p> <p>Research process and methods which includes benchmarking results and suggestions. Then followed by discussion and conclusion.</p>	

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1 Introduction

The bachelor thesis is written to create a solid marketing communication plan for the firm of Hedgehog OY foods and beverages. Hedgehog OY foods and beverages is a start-up Finnish company who operates in Helsinki region Finland since 2017 as official representatives of another firm in the Scandinavian market and Baltics. The thesis is commissioned by Hedgehog Oy Foods and Beverages by the vice sales director and management manager of the company Elina Godnik with other active members of the company as they provided the suitable info needed.

The author of the thesis planned to create a solid marketing communication plan for the firm based on the current company performance and the benchmarking results conducted after the benchmarking method in addition to other literature research methods such as books, e-books, articles and online sources to help define the major influencing factors of B2B Marketing in different channels and groups.

1.1 Company outlook

Hedgehog Oy foods & Beverages is a recent startup company which was established in 2017 by Vladimir Cheryasvsky and which headquarters are in Finland. It operates as official representatives in the Scandinavian market and Baltics and is the first to do so ever. It also provides technological B2B assistance for product development departments. It is certified by many food organizations around the world and carry descent relevancy. Meanwhile, Hedgehog is currently representing three major companies to sell their products and they differ as follow:

Fermenta spices, blends and marinades production (German)

Fermenta Production Company was founded in Germany in 1982. At present, the spices, marinades and functional blends of our brand are in great demand in many countries all over the world. You may purchase high-quality products for the meat processing industry and trade networks by wholesale from Hedgehog Foods and Beverages authorized representative on territories of Scandinavian countries and Estonia. Our spices, blends, and marinades make it possible to increase the volumes, extend the shelf life and get new flavor solutions for your food products

Tresh & Sohn Gmbh meat production (German)

- It's an EU certified transshipment & repacking center for food (especially cold meats)
- A company with main activities in wholesale trade, distribution, and export

Jimmy Tartufi 's different truffles related products (Italian)

Tartufi Jimmy is a company specialized in the marketing of fresh truffles and in the production of high-quality preserved products based on truffles. It has developed over time and today is present in the Italian and foreign markets (Europe, United States, Brazil, Asian countries, Russia, Middle East, United Arab Emirates). We move through multiple distribution channels: direct sales, online, through agents, specialized shops, buyers and wholesalers.

Hedgehog OY foods and Beverages operation system is as follows:

- Provide (product samples)
- Deliver (on the territory of Scandinavian countries and Estonia)
- Render an (advisory opinion any issues whatsoever)
- Provide (Technological assistance)

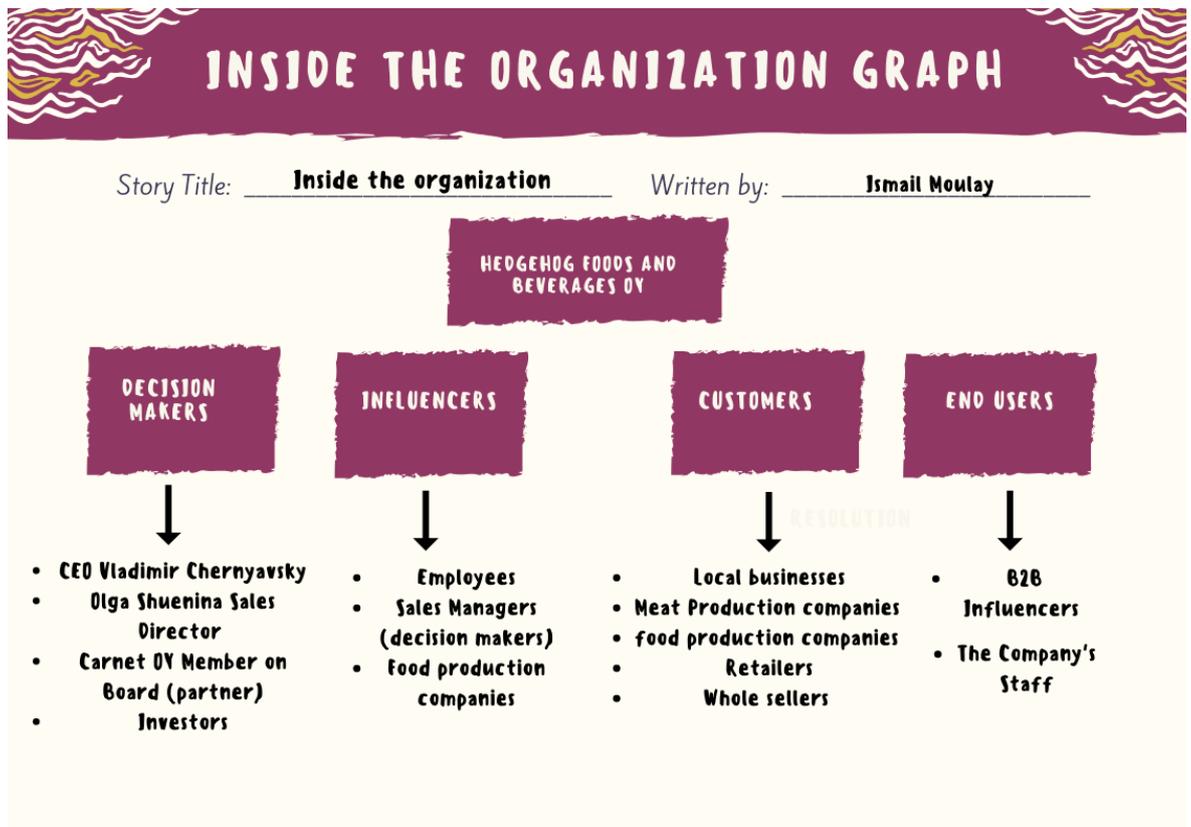


Figure 1. Inside the organization graph representing all the company's practices as decision makers, influencers, customers and end users.

2 Theoretical Framework

2.1 Marketing

When the word of marketing emerges into the public, most of the audiences think it's more oriented to selling, advertising or networking with the public. However, it is not complex or original. It's more like a dialogue that has been existing between customers and producers, a dialogue that brings the more personal relationship with the customers and provides satisfactory service and customer care. In other words, marketing was born after the industrial revolution which brought and pointed the marketing ideology. Marketing definition could take so many perspectives as it's a vast topic, however, the authors state that it's the process for identifying, anticipating and satisfying customer profitability. In a technical definition its more the process planning, executing of the conception, pricing, promotion and distribution of ideas, goods and services to reach an organizational objective. (Geoffrey Lancaster, Paul Reynolds,2002)

According to Martin Fojt, marketing is the attempt based on effective information, data to improve business strategies, increase return on investments. allow more business innovations and lead to solid branding image (Martin Fojt,2005).

According to the author (Marian Bruk Wood), she states that marketing is the activity, set off institutions for communicating, creating a core value for customers, clients and society.

2.2 B2B Marketing

Business to business is an Anglicism designating all companies providing products or services to other enterprises, administrations or local communities. The term is often used in abbreviated form: marketing B to B. Which are more businesses vending at measurement to other buyers in other firms. During the process, B2B marketers should set a target market criterion to cover the buyer's needs. As B2B marketing is a vague world, it supports sales which makes it a very complicated process as the part could involve more than one buyer, influencer or a user. Therefore, B2B marketing is charged with several key roles within a firm which are Strategic partner, brand protector, revenue creator, and service provider. (Kim A King, 2015, part1).

BUSINESS MARKETING?

This expression also suffers from the ambiguity of the term "business" and its sometimes-pejorative perception. In addition, marketing business exists: the term is used for firms whose activity is cyclical, organized around the sites or successive missions ordered by the customer (cf. Chap. 3). For example, in the sector of large electrical equipment or public works, the business concept is superimposed on that of a customer in the classic sense of the term. (Michael D. Hutt, Thomas W. Speh, 2010)

B2B MARKETING MANAGEMENT

When it comes to B2B marketing management, managing a business is certainly difficult as it involves a diverse form of tasks from financing to investing in managing operations, logistics and problem-solving. Some firms are driven by customer concerns, others focus on operations and technical issues, while others emphasize the financial part such as investments and returns that control and influence decision making. (Todd A. Mooradian, Kurt Matzler. Lawrence J. Ring, 2012, p 155-157).

According to (Michael D. Hutt and Thomas W Speh, 2010) B2B marketing management is based on creating the customer value proposition, business and consumer marketing: a contrast, the supply chain, classifying goods for the business market, business marketing strategy, and a look ahead.

The various organizations that invent the business market could be divided into commercial enterprises, governmental organizations or institutions. On the other hand, industrial goods can be classified into entering goods, the foundation of goods and facilitating goods. (Business Marketing Management, B2B, Michael D. Hutt and Thomas W Speh 2012, p 25-29)

2.3 Marketing Communication

Integrated marketing communication or IMC is an approach that consists of starting from the knowledge of the consumer (purchasing process, media consumption, etc.) to find the optimally coordinated use modes of the different points of contact with the consumers. As part of the integrated marketing communication, we abolish traditional organizational and budgetary boundaries (advertising-MD-Promotion-etc.) to have a truly global and integrated marketing communication approach with objectives and measures of efficiency-profitability for each target group. An integrated communication approach goes beyond

360 ° communication and requires a questioning of the modes of operation with the service providers. The need for integrated marketing communication has emerged with the development of the weight of the Internet in communication because this media has exploded the traditional boundaries of different marketing areas. (Michael D. Hutt and Thomas W Speh 2012).

Marketing Communication according to (Hutt and Speh,2012) splits into three different parts:

Advertising

Advertising is an important element of B2B marketing, it sustains personal selling by building the firm, product, and service which bring efficient results and performance. How that could be achieved?

1. The specific role of Advertising in business marketing

The role of advertising in marketing communication is major and vast as well as important. It's good to mention that it rarely used alone in B2B marketing settings, it's more like a puzzle or a function that needs all the elements combined to achieve desirable results. the role could be reflected in integrated communication programs, enhancing sales effectiveness, increased sales efficiency, creating awareness and interactive marketing communications.

(Business Marketing Management, B2B, Michael D. Hutt and Thomas W Speh 2012, p 383-385)

2. The decisions that should be made when forming a business advertising program (Management of Advertising)

Advertising Objectives:

- Reach Target Audience
- Create a Creative Strategy Statement
- Suitable Advertising Message and content
- Understanding Buyer Motivations
- Focus on Benefits

(Michael D. Hutt and Thomas W Speh 2012, p 386 -392)

GRAPH OF ADVERTISING

Story Title: *Decisions stages for developing B2B advertising Program*

Written by: *Ismail Moulay*

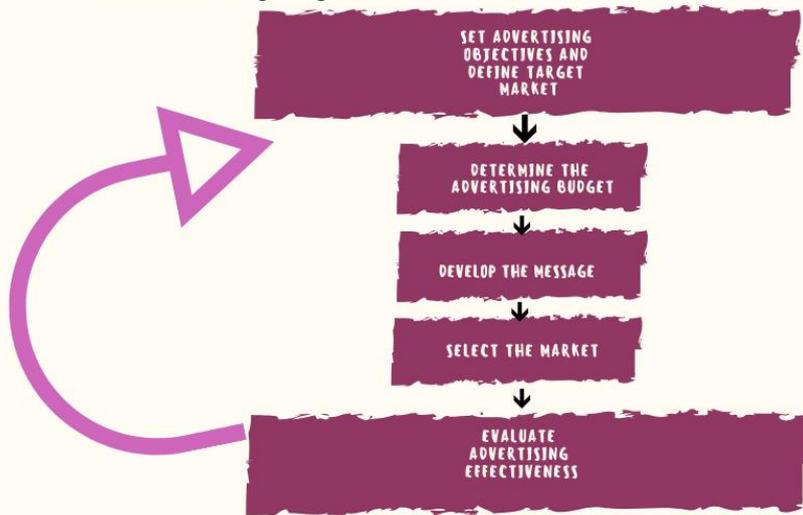


Figure 2. Graph of Advertising representing Decisions stage for developing B2B advertising program summarized from (Michael D. Hutt and Thomas W Speh 2012).

3. Business media options / Online Advertising

Online advertising or advertising media is selected based on rotation, which means more the audiences matches goes well with the audiences buying influential. Online advertising consists of viral marketing campaigns to create the buzz search engine, marketing at Google: the right message, the right time. Characteristics of an effective print Ad advertising cost frequency and scheduling direct marketing tools such as Direct Mail / Direct E-mail. (Michael D. Hutt and Thomas W Speh 2012, p 393-397).

4. KPIs and measurements for Advertising Effectiveness

To measure the effectiveness of advertising. first, we must measure:

Impacts of purchase decision: assessing advertising effect occurred between the advertising and the purchase decision which is led by behaviour.

- A relevant study at Rockwell International Corporation mentions that marketers tend to measure the indirect communication effects of advertising as well (Michael D. Hutt and Thomas W Speh. p 398).
- The measurement programs.

Table 1. KPIs and measurements for Advertising effectiveness (Michael D. Hutt and Thomas W Speh. p 399).

without forgetting the web metrics tools (highest click-through conversions) and essential evaluation which assist with optimization.

AREA	FOCUS OF MEASUREMENT
Target Market Coverage	The degree to which advertising succeeded in reaching defined target markets
Key Buying Motives	The focus that triggered a purchase decision
Effectiveness of Messages	The degree to which the message registered with key buying influential in defined market segments
Media Effectiveness	The degree to which various media were successful in reaching defined target markets with message
Overall Results	The degree to which advertising accomplished its defined objectives

Sales Promotion

Sales promotion is an active, vigorous sales tools that allow achieving both short term marketing objectives and immediate or delayed stimulus purchase expressed otherwise in cash or kind. Sales promotions in B2B marketing could take a form of:

- On-pack offers.
- In-pack offers.
- With-pack premiums.
- Container premiums
- Continuing premiums
- Trading Stamps.
- Gift coupons/vouchers.
- Premium offers (two for one).
- Competitions.
- Money-off coupons.
- Sampling (often in the retail establishment)
- Reduced price pack or increased quantity pack.
- Limpet pack (or 'banded pack') where the pack has a free one taped to it.
- Other marketing elements coming under the general realm of sales promotion are: In-store display materials

- Packaging
- Merchandising (demonstrations, auxiliary sales forces, display arrangements).
- Direct mail (coupons, competitions, premium offers).
- Exhibitions. (Geoffrey Lancaster, Reynolds, Paul, 2002)

Public relations

PR which refers to public relations basically signifies all the practices conducted and arranged strain to restore a better common understanding between organizations and the public sector (so many audiences). (Geoffrey Lancaster, Reynolds, Paul, 2002).

2.4 Marketing Services

Services are an essential part of the economy and many consumer companies around the world. Each of us consumes services every day. the concept service started when the human being adapted self-service (serving himself) until it becomes used at a specific price which turned it into a business proposition. Many people find it difficult to point out the difference between services and goods which could create a confusing issue in b2b marketing.

Table2. The difference between Services and Goods summarized from (K. Mohano. Rao,2011).

Services	Goods
Intangible	Tangible
Heterogenous	homogenous
Produced in a buyer-seller interaction	Produced in a factory
Consumers are co-producers	Consumers aren't involved
Can't be stored	Can be stored
Selling a service do not change ownership	Selling goods does change ownership

Marketing Services Management

When it comes to marketing services management. It's crucial to highlight and understand the value importance of the customer experience as the customers are co-producers in b2b service marketing. Services are elemental to the B2B customer experience. the experience embraces the whole framework and dimensions of any firm from products and services features, advertising and reliability. (Michael D. Hutt and Thomas W Speh 2012, p 257).

2.5 Marketing Channels

Marketing channels refers to finding new potential channels and increase efficiency improvement, expand in the markets and reach full customer satisfaction. Most of the firms have struggled until today to increase sales of a certain product in a certain market due to lack of global cooperation and channels which built a barrier that hinders success rate.

(Michael D. Hutt and Thomas W Speh 2012).

Marketing channels could take multiple forms as they could be identified as:

Marketing Channels Management

Channel strategy is considered as a challenging aspect of B2B marketing. As so many alternatives contribute and affect the manufacturer distributing business products

The Channel strategy includes basically two major management criteria:

1. Channel Design
2. Channel Administration (Michael D. Hutt and Thomas W Speh 2012).

Chanel Design

it considered as a method of developing new potential channels and modifying the existing ones. it's more oriented to the modification of the existing channels:

Table 3. Summarized from Figure11.4 (Michael D. Hutt and Thomas W Speh 2012, p 293)

STEPS	THE CHANNEL DESIGN PROCESS
Step 1	End-user focus: Define customer segments
Step 2	Identify and Prioritize Customers "Channel Requirements by Segment"
Step 3	Assess the Firm's capabilities to meet customers' requirements
Step 4	Benchmark Channel Offerings of Key Competitors
Step 5	Create Channel to Customers' latent Needs
Step 6	Evaluate and Select Options

Channel Administration

Once the channel is set and chosen. other arrangements and procedures are taken into consideration to ensure that obligations and responsibilities are assigned, and the channel is motivated as well to achieve channels objectives. (Michael D. Hutt and Thomas W Speh 2012, p 296).

Selection of channel members: this phase is an ongoing one. It's continuous. The manufacturer should react fast for instance by replacing poor performers with more skilled potential better ones which put the process into the right perspective and helps to secure good intermediates motivating channel members: Distributors and reps are self-reliant. As the channel member motivation usually starts with a partnership then comes the dealer advisory councils next followed by margins and commission and finally building trust. The main objective of implementing all those steps is to boost the value delivered to the customers through channels activities. However, the marketer could always face a challenge such as a channel conflict, therefore, it's needed and crucial to apply inter-organizational management techniques to resolve the misunderstandings. it's also good to mention that it could be controlled through multiple means such as for instance: channel wide committees, joint goal settings or cooperative programs (Michael D. Hutt and Thomas W Speh 2012, p 293)

2.6 Segmentation, positioning, and targeting

According to (K. Mohana. Rao, 2012), segmentation helps to understand the structure of the market and to divide the market into homogeneous structures. This is a division with the advantages on a different point. In short, market segmentation is a tool for dividing the market by considering all the variables that affect it. Market segmentation criteria split into: Table 4. Market segmentation criteria to have a good segmentation summarized from (K. Mohana. Rao, 2012, Chapter 8).

Market Segmentation Criteria	Definition
Socio-demographic criteria	<u>Income from work</u> : the level of income and belonging to a trade explains the differences in consumption. Housing, leisure, other consumer products, and brands are aimed at very specific segments of the market
<u>Personality and psycho-graphic criteria</u>	this is the personality of the consumer and his lifestyle

<u>Purchasing behaviour criteria</u>	there are some factors that influence the user or not, the quantity bought, and loyalty to the brand. Forms The forms of segmentation:
<u>Segmentation a priority</u>	: this segmentation is based on Demography, Geography, Psychography. Its approach is the property of customers
<u>Post-hoc segmentation</u>	This segmentation is done by analyzing the data obtained on the market. Its approach is the attitude towards the product
<u>The size of the market</u>	it must be big enough to ensure the continuation of the production
<u>The will buy</u>	is it going to buy in the market?
<u>The difference</u>	we must distinguish between the segments.
<u>Competition:</u>	How is our product compared to competitors in this market? Are our product and the best on the market?
<u>Human Resources</u>	Do we have enough human resources for this market? II-The Levels of Segmentation of a Market

The Segmentation of a Work of Analytics.

Mass marketing: When it practices mass marketing, the company engages in a garment product, it is intended for a market. Nothing better than expressing this philosophy when

he states that customers could choose, for his famous model any colour for what it was black.

The argument is traditionally oriented towards mass marketing and allows market expansion through a reduced price. (K. Mohana. Rao, 2012).

Marketing segment: for opposition to the marketing of mass, one of marketing segmenting on the counter to a different difference to a self-make-to-it-to-it's to its customers in units (K.Mohana. Rao, 2012).

Market Segmentation is the procedure of classifying customers within a market based on similar needs, habits or attitudes that effect marketing. the objective of segmentation is to create a classified group where each one reacts similarly to the marketing activities. (Marian Burk Wood,2011).

The process of market Segmentation includes three major parts:

- Market selection
- Application of segmentation variables
- Assessing and selecting segments for targeting (Marian Burk Wood, p 63-77,2011).

2.7 Marketing Mix

The marketing mix or the marketing-mix is a concept by which we consider all the aspects on which we can work at the marketing level to achieve the objectives of the company. It is sort of the recipe or the way that the company has chosen to do things to achieve its ends.

"The marketing mix designates within the framework of a company or a brand the coherent set of decisions relating to the 4 components that are: product policy, price policy, place, and promotion. " (Phillip Kotler, Garry. Armstrong, 2010)

The concept of 4P marketing was popularized mainly by Philip Kotler (marketing professor) who created a mnemonic tool to help remember the different policies on which the marketing mix is based on (**product policy, the price policy, the place policy, and the promotion policy**). Several researchers and theorists have worked on the marketing mix and have formulated their own definitions and ways of doing things. That's why you'll find all kinds of information about Marketing 5P (where we add the "person" or "participation" dimension) or Marketing 7P (where we add the dimensions of "process" and "physical evidence"). No matter which formula you choose, the purpose of my article is to make you understand the concept and see how to apply it in your business. And to do this, the 4P formula is entirely appropriate and enough. (Phillip Kotler, Garry. Armstrong, 2010).

What are the ingredients of your marketing mix?

Let's see in detail what each of the marketing 4P policies contains.

Product policy

The product policy defines all the features of your products. I use the word product here, but in fact, it represents both products and services. Imagine your services as products that you offer. The product policy defines the choice and scope of the product lines that you manufacture or distribute. It defines quality, formats, colors, features, options, brands, styles, sizes, packaging (packaging), warranties, customer service, etc. The product policy also defines the new products that will be developed and offered, the products that will have to be abandoned, the improvements and adaptations, etc. (Todd A. Kurt. Matzler, Lawrence J. Ring, 2012.p 45-48)

Price policy

The pricing policy does not define the selling price of your product or service, but it defines suggested retail prices, discounts, discounts, and promotions. The pricing policy also defines discounts on resale volume or prices, credit terms, interest rates, early payment discounts, payment terms, and so on. (Phillip Kotler, Garry. Armstrong, 2010).

Place policy

The place policy is about how your products will be distributed. Will you be the only one selling your products in your own shops, will you be distributed in a specific network, in large chains, by wholesalers where you will have your own sales force? Will your products are made in one place or will they be made in different plants? Will you have inventories in warehouses, or will your products be made just-in-time? Will you offer exclusivity in certain territories, will you have different packaging (packaging) according to the distribution channels, will your products be presented in exclusive spaces, in displays or on islands?? Will you have franchisees, authorized resellers, or certified service points? Will you deliver directly to your customers or will they pick up their orders from you? Will you sell online, or will you simply have a showcase site that refers customers to your resellers, etc.? All these questions and more will help you define your distribution policy. Place policies include, but are not limited to, manufacturing, warehousing, point-of-sale, intermediaries, territories, delivery, merchandising, and all rules, facilities, and infrastructure that you place. forward and define each aspect of the sale and distribution of your products (or service). (Todd A. Kurt. Matzler, Lawrence J. Ring, 2012.p 45-48).

Promotion policy

The promotion policy makes it possible to make the product known, to attract the attention, to interest the potential customers, to increase the desire towards the product, to inform, to motivate the purchase, to change the perceptions, to generate shares, increase the quantities sold, etc. When we think about promotion, we think about advertising easily, but there is also packaging (packaging), leaflets, promotions, competitions, public relations, press releases, participation in exhibitions and fairs, demonstrations, samples, sponsorships and all means of advertising at the point of sale (POS). Datasheets, videos on your website, user manuals, training videos for your distributors, how your salespeople dress, your company's home phone message, and more. (Todd A. Kurt. Matzler, Lawrence J. Ring, 2012.p 49).

2.8 SOSTAC

Marketing is a science and more than a communication issue! At all the stages explained in this article, marketing is a source of value for your customers, your employees, and your business. The acronym SOSTAC helps you better structure your marketing approach. (Chaffey, 2016).

S as a Situation ...

Before making any important decision, it is important to understand the situation, the context, the business environment, external and internal. What components of the macro-environment (political, economic, social, technological, environmental, and legal aspects), and the micro-environment (suppliers, customers, distributors, competitors, shareholders, etc.) represent opportunities or threats to the company? On what internal strengths and weaknesses (resources, history, strategy, operational, etc.), should the company count? It is important to be familiar with this external and internal environment, in order to seize market opportunities, anticipate and reduce external threats, capitalize on the strengths of the company and improve its weak points. This first step highlights a general problem for the company, such as a low export presence, while the market is global. The next step is to set medium and long-term goals. (Chaffey, 2016).

O as Objective ...

The goal is to solve a major problem for the company. An objective must be SMART: Specific to the situation and the context in which the company evolves, Measurable since quantified, with precise quantifiable and controllable steps, Ambitious so that it reflects the potential of development of the market, but Realistic in order to not bias the predictions of other departments of the company, and finally the goal must fit in Time. If, as in the example above, the problem is the weak international presence, then the logical objective in the medium-term will be to develop the turnover. A specific goal could be to increase turnover

by 20% within 3 years, thanks to the xxx-product line. However, to achieve an objective, the best strategy must be put in place. (Chaffey,2016).

S as Strategy ...

Preliminary market research prepares for strategic decisions. In marketing, the term strategy encompasses 3 key concepts: segmentation, targeting, and positioning. The needs of the market are heterogeneous, so divide it into sub-groups according to criteria that remain to be determined according to each sector of activity. This is the first step, segmentation of the market. We must then choose one or more subgroups, or targets to focus on. This is the targeting phase. To follow our example, the company targets Europe in one, and Asia in a second time. It adapts its product range and more generally it's operational marketing to each of these targets, to increase the satisfaction of its customers. A satisfied customer is a loyal customer, and loyalty increases sales profitability! But this is not enough, we must also show its position on the market. The image that we want to give to the market, to its partners whatever they are. Positioning helps to differentiate itself from competitors in a clear way. Attention, for successful positioning, some rules must be respected! (PR Smith, 2011).

T as Tactics ...

Under the term tactics, we mean operational marketing (or field marketing, or marketing mix) which includes the management of the product range, price, distribution, and communication. It is a question of making sure that these elements (or mix) follow logically from the marketing strategy. All pieces of the puzzle must fit together. Beware of unfulfilled promises, your customers may blame you! (Chaffey,2016)

A like Actions ...

Once strategic and operational decisions are clearly defined, action must be taken! If it is to be effective, the sales force must be trained and informed about these decisions. She must also be constantly involved in the marketing process; it is now called S marketing (sales + marketing). (PR Smith, 2011).

C as Control ...

As in any process, the marketer must also ensure that its commercial and marketing forecasts are correlated with the reality on the ground. It is important to control the return on investment of all marketing expenses, in terms of studies, communication, prospecting, etc. It is still difficult to assess today the ROI of online communication expenses, and progress must be made in this area. However, field surveys can be part of this control phase to measure brand awareness, customer satisfaction, and more. (PR Smith, 2011).



Figure 3. Marketing Goals (The SOSTAC infographic. PR. Smith,2011)

2.9 Digital Marketing

The author of the thesis surrounds the topic of digital marketing as its significant and crucial mean nowadays in B2B Marketing. Digital marketing also commonly known as digital marketing refers to all marketing techniques used on digital media and channels. The term is likely to disappear as far as marketing tends to become "in essence digital". (Michael Miller,2012, Part1)

Objectives of Digital Marketing

Like traditional marketing, digital marketing aims at optimizing the sales made by a company. However, in an e-commerce environment, this goal is pushed to its extreme, seeking to establish an even deeper and personalized relationship with the customer. In this context, the three main goals of digital marketing are: increasing the company's website traffic by developing a simple, attractive and secure website. The transformation of visits to the site into purchases by developing simple and user-friendly purchasing tools; customer loyalty by offering a product offering studied and at advantageous prices. (Michael Miller,2012, Part1).

Digital marketing tools

To achieve these goals, digital marketing players have different types of tools:

- Sending newsletters or e-mails;
- The distribution of a catalogue of products on other websites (affiliation);
- Internet advertising;
- Search Engine Optimization, SEM
- Promoting via social networks. (Michael Miller,2012, Part1)

Email Marketing

Email is considered as a primary tool in B2B marketing. According to (Michael Miller,2012, Part 12) email marketing is less important in b2b marketing than b2c.according to a survey conducted by e-marketer b2b magazine 68% of marketers tend to increase their email marketing budget in 2011 than previous years as its growing among marketers. It's important to mention that the understanding of email marketing is essential as it's a form of direct marketing, database marketing, and inexpensive marketing. For instance, used for customer acquisition, customer retention or for conversion. (Michael Miller,2012, Part12)

Websites

Everything is done online form targeted keywords to the blog posts hub your home in the web world. a better term for that website. All the promotion and advertising are considered useless without website experience. (Michael Miller,2012, Part 9).

Internet advertising

Internet advertising surrounds more online ads. It's more found in two different forms:

- Static form for instance: posters etc...
- GIF animations or the on moving pop up ads in the corner of the screen

While the user is surfing online, Online ads might be annoying and vexatious but furthermore, it could lead to a view that could lead to conversion if the ad is attractive and interesting. However, it could also lead to a no interest situation if the add is bothering the customer experience online. (Abrams & Vallone, 2008, p. 311).

Search engine marketing

Search engine marketing is considered a set of procedures where multiple methods are conducted to improve market visibility and exposure for both service and product. To get potential customers attention or more likely increase reach. SEM is the solution as the purchasing process starts with searching before adopting any digital platform. Although, buying PPC, influential blogs, optimizing social network. it's good to mention that what matters the most in this situation is how is your ranking and how well your site matches the potential customer keywords and purpose. It's all important as you can't buy replacements in results. (Michael Miller, 2012, Part 10).

Mobile Marketing

Since the digital revolution witnessed lately. most of the public sector /consumers are using mobile. other devices to get access to the internet instead of a computer. Therefore, every marketer should adjust his digital marketing tactics and strategies to repay the shift to mobile access. Mobile Marketing includes a lot of activities such as:

- Mobile friendly website
- Mobile Search
- Mobile Email
- Mobile advertising
- Mobile social-networking (Michael Miller,2012, Part 17)

Social Media Marketing

Social Media is mainly the buzz in digital marketing. Either on Facebook, Instagram, Twitter or LinkedIn. It's still a new thing for B2B marketers as the new-born method is taking over in the world. Social Media are those sets of platforms (blogs/Media sharing, websites, services, etc...) where people share their own experiences views with each other. (Michel Miller, 2012, Part 14).

LinkedIn

Is a professional social network, that is, it is centred on the job market, professional skills and pro relations between members.

LinkedIn is a network, on the one hand, free, with some paid options, on the other hand, it is a global network, but centred on the member's country.

The network is composed of members, but also of public professional groups or on registration/validation. It has a smaller audience user as it's estimated by (100 million users).

(Michael Miller, 2012, Part 14).

Twitter

Twitter site is a microblogging service. This social network tool can send messages of up to 140 characters from its member area. Conversely, you can view messages from people you follow. This social networking tool improves communication, it becomes a kind of social media. Twitter is a useful site on different levels. It can be used by computer enthusiasts to perform technology watch, by companies to communicate, by celebrities to inform their fans ...

Although this service is primarily known in the United States, it is becoming increasingly popular and is starting to be used in World. (Clow & Baack, 2016).

Instagram

Instagram is defined as a social media platform linked to mobile-based visual content (Moreau, 2017). Instagram is a social network that allows you to edit and share your photos and videos from your Smartphone. Each user has a "wall" in which he will be able to display the various photos and videos taken and modified via the application. Other users can then "like" the photo, or comment. If you use hashtags to post your photo, any user will be able to see it by doing a hashtag search. Instagram also allows you to follow a user, or to be followed by yourself, to be able to have the photos of the users followed in his newsfeed or to be present in the news feed of those who follow us (a little like Facebook's news feed). You can make your page accessible to all users or choose to validate the requests yourself. (Jennifer Herman, Corey Walker, Eric Butow, 2018).

Google +

It is considered as the exclusivist and newest social media platform who came to the networking scene and gained more than 20 million users in its first week as a social media operator. it's standing next to Facebook as it acquires a potential long-term competitor.

(Michael Miller, 2012, Part 14).

3 Research, data collections, methods and challenges

In this chapter of the thesis, the author is surrounding and focusing on the research part, methods, data collection, results, and analysis. A qualitative method of benchmarking analysis was conducted in the current thesis. The reason behind choosing the benchmarking analysis is to acquire a better understanding of communication practices in the company as well as identifying internal opportunities for better improvement. Benchmarking is used widely in so many industries. It will be done by studying other firms practices to break down what is superior and could be useful than comparing those processes to the firm's operating system to improve the firm's communication performance.

3.1 Benchmarking as a method

Benchmarking traits emanate from the US geological survey benchmarking sign. It stands for adopting a measurement against an allusion point. In the beginning, the benchmarking concept was used in manufacturing or administrative functions. For instance, practices such as human resources, training, and development. In other words, benchmarking provides what practitioners need, means or methods that lead to define and improve their work, their results and mostly the strategic role within the firm. (Cheney Scott, Benchmarking evaluation & resources, 1998. Chapter 1).

Benefits of benchmarking

Most organizations nowadays in the business field are adapting the concept of benchmarking to shortcut the slow steady process of improvement and jump in ahead to reach a world-class performance aside with competitors. Benchmarking is considered one of the quickest methods to revolutionize the business functions and reach peak performance. According to a historical bench marker precursor Robert.C.Camp who contributed into the rescuing of XEROX which is global American cooperation who operates in selling prints and digital services of a price war against the Japanese competition in 1980. The pioneer highlighted five areas of organizational activity where benchmarking could be effective. Firstly, meeting customer requirements by analysing the competition which provides accurate data on consumer demand. Then, setting relevant and achievable goals followed by developing measures of productivity by assessing internal operations inside organizations to get a better understanding of the firm's strengths and weaknesses. Lastly. Benchmarking increase competitiveness by substituting internal viewpoints with an external perspective. (Cheney Scott, Benchmarking evaluation & resources, 1998. Chapter 1).

Types of benchmarking

Benchmarking could be found in two different flavours, internal and external benchmarking. Internal benchmarking relies on comparing multiple units within an organization or monitoring a single unit against itself as well. Most of the benchmarking consultants advise the usage of internal benchmarking before the external one. On the other hand, external benchmarking could come in three different varieties which include Competitive benchmarking which is considered as the hardest one as it includes the analysing of public records, industry publications, staff, sales suppliers, etc. Although some data needs a third party consultant to be revealed. Cooperative/ Generic benchmarking, which is easier and useful as the competitive one consists of skipping your competitors and target preferably distant industry organizations. Then functional benchmarking which consists of comparing a similar process within the industry. (Cheney Scott, Benchmarking evaluation & resources, 1998. Chapter 1).

3.2 Benchmarking process

In this chapter, the author of the thesis decided to conduct a generic benchmarking method where the author will be comparing and analysing 10 different distant industry organizations marketing communication strategies to collect useful data and identify how to improve the communication sector within the organization as well as identifying the business opportunities. The selection process of the benchmarked organizations depended on top 10 grossing revenues well strong branded organizations due to their performance and string communication methods implemented in the business. Due to the current situation of Hedgehog Foods and Beverages OY which is a start-up company operating as official representatives in the Scandinavian and Baltics. It's lacking the marketing sector which is considered kind of weak and unorganized. Therefore, the generic benchmarking method was proposed and discussed with the commissioner who supported the idea of it hoping to get necessary data to build a base of a marketing communication plan that the company is lacking.

After conducting research, the selection of the benchmarked companies consists of:

- Nike
- Puma
- Adidas
- Zara

- Dominos
- Apple
- KFC
- Colgate
- Coca Cola
- Amazon

Nike

Nike is an American Multinational sportswear company which was founded in 1964 by Bill Bowerman who was a track and field coach. In 1972 Nike launched its first brand shoe. Nike's mission is based on bringing inspiration and innovation to every athlete in this world. (Nike.com)

Nike is implementing its marketing communications strategy by applying a strategic mixture of advertising, personal selling, direct marketing, sales promotions, public relations, and a strong social media presence.

Puma

Puma is a German multinational sportswear company that designs shoes, footwear, apparels, and accessories. It is based in Herzogenaurach, Bavaria, Germany where their biggest rival as well is located Adidas. It was established in 1948 BY Rudolph Dassler after splitting up from his brother Adolph as they moved forward carrying one of the biggest entities in sportswear nowadays. Puma is hiring more than 9 000 employees and does distribution in more than 120 countries around the world. As well as generating more than 2.5 Million in revenue per year. (puma.com)

Puma is adopting a strong marketing communications strategy which is based on the 4Ps, Advertising, Sales promotions, and public relations.

Product: Puma as a multinational sportswear company provides a different range of products from sports shoes, custom made shoes, apparels, fancy shoes, t-shirts, tracks Boxers, accessories, gloves, helmets, water bottles to product diversification strategy.

Promotion: Puma's promotion consists of advertising which could take a form of Television commercials, online customization options, excellent apparel packaging and engaging in a corporate social responsibility like environmental pollution control. Puma is also active in producing sales promotions now and then. In addition to that, it's considered active elsewhere in public relations as they acquire strong public figures that represent the brand such as Rihanna.

Place: Puma's Place in the marketing mix relies on its big distribution network as they operate in more than 120 countries. In addition to that, Puma has managed to reach retail expansion as well as expanding its customer base through retail stores online.

Price: Puma is adopting a premium pricing strategy due to brand equity. Affordable Prices, as well as convincing prices, could be found for a targeted consumer group.

Adidas

Adidas is multinational cooperation that was found by Adolf Dassler in 1924 under Dassler Brothers Shoe Factory. In 1948, the company got independent after the brothers split to become Adidas. Adli Dassler who started his shoe passion in his mom's laundry carried away the company to make history in sportswear. Adidas has more than 55 555 employees in over 160 countries that produce more than 660 million product per year.

Adidas Marketing Communications strategies is based on segmentation as they segment their plan on demographic, psychographic and behavioural factors.

The Group itself includes 4 different brands meant for different customer groups which are:

Reebok, Adidas, Rockport and Taylor (Adidas.com)

Adidas is targeting a different range of customers from youth to old such as (13-40 years) and (15-30 years). Its User & benefit is based on a positioning strategy that Adidas is using to maintain its brand essence. As well as they have Adidas-performance in Competitive sports, Reebok & Reebok classics in Active sports & casual sports, & Adidas originals, Adidas Fun, Rockport in Sports fashion. Adidas is applying the marketing Mix 4Ps as well as one of its main communication strategies. Adidas marketing communication strategies are based on a company slogan "TAGLINE" which stands for nothing is impossible and summarize the company's strategy. In addition to that, the brand has strong equity and mass distribution in the market which gives it the privilege to stand against its competitors. Mentioning that Adidas focuses on Market analysis, Competitive analysis to bring value to the customer.

Zara

Zara is a Spanish fast-fashion retailer that was born in the hand of Amancio Ortega and Rosalia Mera in 1975. the brand wrote its success story in the fashion industry as it grew fast due to its key marketing communication strategies. The brand owns private labels such as:

- Massimo Dutti
- Pull & Bear

- Bershka
- Stradivarius
- Oysho
- Zara Home

Zara operates handling over +7000 stores around the world which makes it the largest fashion retailers in Europe. Zara applies a variety of marketing communication strategies such as:

Segmentation, Targeting and positioning

They segment their MARKET based on a mix of demographic, geographic and psychographic to grow their market needs. On top of that, Zara is using a selective targeting strategy due to the limit of the stores around the world as well as applying a used based positioning which helps emphasize the customer's centric to fill full the customer's changing fab needs around the globe. Zara is applying a Marketing mix of 4P within the word to mouth is essential and **Their competitive advantage in the market stands in:**

- Strong Social Media presence
- Strong parent company
- Turnaround time (TAT): new products available in the store every 3-6 months.
- Stronghold in the parent nation which means they generate more than 60% of sales around the European market and only 18% from the Spanish market (data 2015).
- Advertising & Store Locations
- Involving the BCG Matrix where they include men, women, and kids as stars of the BCG matrix.
- Brand equity
- Huge distribution in the market due to huge demand and punctual supply
- Market analysis (Socio-economic and behavioural analysis)
- Competitive Analysis

Dominos

Domino's PIZZA RESTAURANT, branded as Dominos since 1978. It all started small by Tom Monaghan and his brother who purchased a store to implement their business idea. By 1983 1000 stores were opened by dominos, that number reached 5000 in 1989 which started the tracing success story of the brand. Nowadays Dominos operates more than 15900 stores including 10000 ones in the states, a strong presence in 5 continents which

made it market leader brand in the pizza market due to the low cost of infrastructure investment and franchise business model. (Dominos.com)

Dominos Marketing communication strategy could be defined as it depends on a **strong campaign** “30 minutes delivery guarantee” which stands for “fast Delivery with excellent taste”. Dominos marketing communication plan is segmented on demographic and geographic factors for instance in India cow meat is sacred, so it was replaced by chicken and sausage toppings to fulfil the customer need. Domino’s targeting strategy is based on taste and preferences. It has been very successful for it to position itself in the market as it acquires competitive prices.

Dominos **Strengths** in the SWOT stands for brand recall, fantastic channel network, quick service & a deep menu followed by low-cost alternative, healthier alternatives, and efficient supply chain. While on the other hand the Weaknesses are detected in operations, decreasing sales in mature, low staff retention and a smaller number of eateries.

Opportunities: Market expansion, Penetration, Health Conscious eatables, Restaurants

Threats: Direct and Indirect competition, Changing consumer habits and Cost

Dominos is using the marketing mix of 4ps as it is illustrated as:

Product: Domino’s product range is divided into 3 parts: the core product, the augmented product, and tertiary product.

Price: As mentioned domino’s acquire premium prices as their pricing strategy is based on competitors as well as advertising and marketing expenses.

Place: Mass distribution network which guarantees huge profitability. Therefore, distribution is variable due to other factors such as petrol costs, logistics costs and so on....

Promotion: Dominos are using sales promotions, integrated marketing plans which involves ATL and BTL advertising. Promotions have a huge effect on the segmentation of the market.

Apple

If we are to mention the name of Apple, which sound very familiar nowadays everywhere due to the brand and its services provided for its clients. Apple is considered one of the leading brands in technology due to its revenue generated and brand ranking. In addition to a strong presence in the production that revolutionized the market. the products wide range provided a real enthusiasm which led the customer to fall in love with it.

When it comes to Apple’s Marketing Communication Strategy, it is segmented into three major parts which are music lovers, teenagers & professionals and then the crowd. Apple has the most topmost mind positioning in the tech field, as the first option to come or to be brought up if it’s related to smartphones, tablet, etc is an apple.

Apple is handling its marketing communication plan based on the marketing mix of 4Ps

Product: Apple as a huge leading tech company provides a different range of products to its clients from Macintosh products, iPod, iPhone, iPad, IWatch, software and services innovated, to well-designed research products

Place: Apple acquires Apple stores, trade partners, a strong retail online presence as well as a catchy store layout with Helpful Staff

Price: Apple is adopting a premium pricing strategy. Premium prices are involved due to the high technology used in the products which led to a customer loyalty objective.

Promotion: Apple is known for its smart and elegant promotion, moreover a differentiation of products from those of competitors as well as talking to the point, for instance, watch the earpad ad on YouTube. Apple promotion involves also premium media and a very few price-based offers.

Strengths: Brand equity, Tag of innovation, Consumer Loyalty, Amazing Software and OS Wide developer support/control in the hands of users and Design consistency

Weakness: High Price, Restrictions on the phone, No variety and No Steve Jobs anymore

Opportunities: Market potential of smartphone, Continued technological advancement, More dependency on digitization and Geographic Expansion Accessories.

Threats: Android Samsung, Lack of Innovation, Threat of brand as Apple is losing its shine.

Competitive advantages in the marketing strategy: Superior technology products, Brand Equity, Revenue over time and R&D. In addition to that, Apple Mass distribution Network and its Strong E-Commerce presence are determined factors to enhance competitiveness.

KFC

KFC or Kentucky Fried Chicken concept was created by the American entrepreneur Colonel Harland Sanders who started selling fried chicken from his roadside restaurant in Corbin. In 1952 the first franchise KFC store opened to become the 2nd largest food chain in the world. under the management of YUM's brand. With more than 750000 workforces and nearly 180000 restaurants across 120 countries, the brand has been standing still.

KFC handles its marketing communication strategy segmenting their market demographically to fill up the market needs. KFC is using an undifferentiated positioning strategy as they are localizing their menu to increase its acceptability as they were successful to change their positioning strategy from product to value core based in recent years.

KFC adapts a Tagline of > Finger licking Good and it's involving the marketing mix of 4Ps as a strategy.

Competitive advantages in the marketing strategy of KFC

- The original recipe of fried chicken with a secret blend of 11 herbs & spices
- New vegetarian food items added to the menu to grow the consumer base
- Strong presence in developed and non-developed countries
- BCG Matrix in the marketing strategy
- Strong brand equity
- Mass Distribution network
- Strong Social Media presence

Colgate

Colgate is an umbrella brand used in oral hygiene products, it all started in 1896 in New York City. Colgate is one of the leading brands dominating the oral hygiene industry using effective marketing communication strategies.

Colgate is segmenting their offerings based on demographic, psychographic and behavioural factors, for instance, they provide Deo's products for men and women. In addition to that, different products for different age range.

Colgate is handling the marketing mix of 4P's as follow:

Product: Colgate has a huge variety range of oral hygiene products from Colgate Total Advanced Whitening, Colgate Total Advanced Clean, Colgate Advanced Fresh Gel, Colgate 2 in 1 Oxygen Whitening, Colgate 2 in 1 Icy Blast, Colgate 2 in 1 Kids Strawberry, Colgate Regular, Colgate Tartar Control Toothpaste, Colgate Total, Colgate Active Salt to Colgate toothbrushes.

Place: Colgate distribution channel process goes into several stages starting with the manufacturer to the quick dispatch then the wholesaler followed by retailers and finally customers.

Promotions: Colgate promotional involvement is quite active and could be found as Innovative schemes and attractive packing strategies especially in Social Media Advertising and Public relations, for instance, the brand managed to get Strong ambassadors and public figures. One of Colgate's Sales Promotions and successful campaign "Colgate word of care".

Price: Colgate is adopting a strong pricing policy as they acquire premium competitive prices.

COCA COLA

Coca-Cola is considered as the top leading soft drink maker in the world. With more than 2000 countries to operate in. Coca-Cola is generating 60% of its revenue and 80% of its profit outside the states. In addition to that, it has a strong brand presence as 94% of the population of the world is familiar with the brand. (Cocacola.com)

COCA COLA doesn't have a specific segmentation plan that is implemented. Therefore, they adapt their marketing strategy by establishing new products.

COCA-COLA is using an undifferentiated & mass marketing strategy such as competitive positioning to drive their sales in the competitive market

COCA COLA mission and Tagline

Mission:

- To refresh the World.
- To inspire moments of optimism and happiness.
- To create value and make a difference."

Coca cola's Tagline is "Refreshing the world, one story at the time".

COCA-COLA is using the marketing mix of 4Ps as follow:

Product: Coca-Cola has the widest portfolio in the beverage industry as they compromise 3300 products for instance: Diet category, 100% fruit juice, water, Energy drinks, fruit, and drinks, etc....

Place: The distribution network that coca cola has follows the FMCG distribution pattern Effective distribution network as they took over even the rural areas and urban ones

Promotions:

The usage of various advertising strategies to increase demand

Strong presence in the public sector as they acquire public figures as ambassadors

The usage of CSR marketing tool

Usage of various sales promotions

Price

The pricing strategy (Premium pricing strategy) is convenient to the competitors one, for instance, Pepsi is the case here. The beverage industry is more likely oligopoly market (few sellers, large buyers).

Strengths, Weakness, Opportunities, and Threats of COCA-COLA

Strengths: Strong brand equity, Company valuation, Vast Global presence, Largest Market share, Fantastic marketing strategy, Customer loyalty, and Distribution network.

Weakness: Competition with Pepsi, Absence in health beverages and Water management.

Opportunities: Diversification, Developing Nations, Packaged drinking water, Supply Chain improvement and Market the lesser selling products.

Threats: Raw material sourcing, Indirect competitors.

The competitive advantage in the marketing strategy

- Strong Social Media presence
- Various operations
- Cost control
- Strong brand portfolio
- Collaborative customer relationship

Amazon

Amazon is a concept that was born in America under the watch of Bezos's family who invested 250,000 USD in their garage in Washington DC to start Amazon that operated as an online bookstore. Within 2 months the concept was doing well as it sold its services over 50 states and 45 countries. Amazon kept growing to become a multinational tech company that provides online services, cloud computing, and Artificial Intelligence with the focus on e-commerce. In 2013 Amazon recorded a global net revenue of 74.45 Billion USD with a customer base of 240 million accounts worldwide. (Amazon.com)

Amazon is implementing their marketing communication strategy segmented on demographic and psychographic market segments. The segmentation itself is based on the purchase behavioural which was achieved through the micro-level segmentation that targets customer individually. This strategy allowed the firm to get long term high-value customers.

Amazon has managed to position itself based as a Glocal which stands for "Go Global Act Global". This was implemented on the e-commerce department as the segmentation is including the creation of personas who will purchase in a specific way or specific products. Amazon tagline is based on an Indian term "AUR DIKHAO" which stands for "From A to Z". Amazon is adopting the marketing mix of 4p's as follow:

Product: As an international e-commerce leading company Amazon are providing a different range of products from various gadgets to Kindles (e-books made by Amazon which started to operate as e-book store), books, DVDs, gaming consoles, unisex clothing, jewellery, and gardening tools. the product base hasn't stopped here as in 2014 AMAZON lunched a fire Phone followed by AMAZON's own set-top box system then AMAZON Fire TV which makes it an innovative brand.

Place: Long-time ago, websites like India plaza or all school stuff shut down because of lack of trust. In the Opposite, Amazon managed to keep its strong brand image due to its excellent multi places and the strong presence of the customer service bases around the united states.

Promotion: Amazon is adopting a web-based advertising strategy such as billboard method and other advertising methods. In addition to that, SEO was also implemented as the page is well ranked on google. In India Word to mouth is the most effective strategy used of them all as it matches culturally as the people tell other people stories which makes it continuous.

Price: The pricing strategy is competitive comparing to other competitors, for example, the company is providing a book or a copy of it regardless if it's new or not the pricing is variable with the condition which makes it kind of fair. Another way is to acquire premium accounts membership to secure faster services such as delivery and coupons etc...

SWOT ANALYSIS

Strengths: Strong background and deep pockets, Customer Centric, Cost leadership, Efficient delivery network, GLOCAL, Acquisitions.

Weaknesses: Shrinking margins, Tax avoidance issue, High Debt, Product Flops

Opportunities: Backward Integration, Global expansion, Opening physical stores in the USA.

Threats: Low entry barriers of the industry, Government regulations, Local competition.

4 Suggestions

After benchmarking the marketing strategies of the potential brands and taking into consideration the current marketing situation based on the SWOT analysis of the company.



Figure 4. SWOT ANALYSIS of Hedgehog Foods and Beverages

Hedgehog should consider:

1. Build a social media phase (Facebook, Instagram, Twitter etc...) to raise awareness
2. The brand importance is about background and core value as well
3. Choosing a brand is assigned to the quality of the service, customer priority, and transparency.
4. The segmentation of the company is in accordance with the adapted positioning strategies such as value core-based positioning and behavioural positioning.
5. Selecting Hedgehog is more linked to professionalism, behaviours and the relevancy of the company and its deliverables.
6. The multiple purchase motivation of the recurrent purchase decisions is in accordance with the reputation of the brand, its position in the market and the effectiveness of the product that is linked to the customer feedback, for instance, is its top selling? Is it good? etc....
7. Product range selection was based on the focus of acquiring potential high-quality valued products to aim the reach of long-term customers as part of their strategy.

8. The decision making is associated with those main key players purchase managers (Ostojohtaja), shop owners (kauppias) and purchase manager personals but with special criteria as the decision goes into the process before the implementation.
9. Measuring purchase decisions in fully independent b2b firms is more likely to be based on the own KPIs and measurement tools they adapt when it comes to buying decision such as buying guidelines and comparative sheets and other curriculums.
10. The best communication tools chosen are emails as number one, phone calls then booked meetings and visits.
11. The research process for a brand is in accordance with the use of google trends or their friend's advice (**word-of-mouth refers**) and recommendations as well as the use of the internet and other services.
12. Improve brand equity
13. Adapt a premium pricing strategy to raise competitiveness in the market

5 Discussion

After establishing my theoretical framework and implementing research method for Hedgehog Foods and Beverages Oy, I would like to highlight two major findings within the organization:

- The lack of any marketing tool or activity from companies' side: beside the web page, the absence of a marketing plan, social media channels, etc.
- The company attempts to do everything at once without a specific vision

It was crucial to discover the findings at first hand and communicate clearly with the commissioning party and give them relative feedback in accordance with the current situation. However, the company is willing to change their brand awareness within the Nordic countries and make big steps towards marketing and promotional activities.

The theoretical framework of this research is a little bit hectic and in various directions, due to commissioning party's overreaction to the present situation and my ambitions. Collecting all the large data related to B2B marketing, digital marketing, marketing mix did not draw concrete steps for commissioning party. Although, the basic knowledge and variety of options for marketing and promotion were on provided to Hedgehog Foods and Beverages Oy.

Additionally, the SWOT analysis and marketing communication plans of giant and successful companies such as Nike, KFC, Apple, Amazon, etc. have been described clearly. All the companies were described and analysed in accordance to the best-known marketing mix, 4Ps: Place, Promotion Product and Price. Consequently, Hedgehog Foods and Beverages Oy could look deep into the marketing strategies of those companies, when they were in a similar situation with an analogous budget.

Soon, after implementing marketing and promotional activities, I would like to recommend the commissioning party to complete quantitative research work on topics as customer satisfaction, brand awareness, special services, offer, etc. Surveys and questionnaires are valuable in Nordic countries and that the company could receive a large amount of transparent feedback.

6 Conclusion

Hedgehog Oy foods and beverages is a start-up Finnish company who operates in Helsinki region Finland since 2017 as official representatives of another firm in the Scandinavian market and Baltics. Since then the company has been struggling with marketing and promotional strategy for their products.

In order to solve appeared issues, research work was conducted for the creation of marketing communicational plan. As a theoretical background of research, numerous theory layouts were selected as definition of marketing, communication, marketing communication, and B2B Marketing. The goal of theoretical framework was to raise the knowledge of both thesis writer and commissioner.

The research methodology was benchmarking method, which has applied to the most successful companies around the world such as Nike, Coca-Cola, Amazon, Apple, KFC, etc. The primary reason for choosing to benchmark as a research method was to present the marketing and promotional plans of top companies to the commissioning party.

In my opinion, with a large amount of data provided to commissioning party and their willingness to make the first steps towards marketing activities it will lead to a certain positive result in the future.

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Appendices

Appendix 1. The structure of the thesis report

RESEARCH-ORIENTED THESIS An empirical study*	PROJECT-ORIENTED THESIS A study, an application, an experiment, a planning or development project
Cover	
Official assessment statement	
Abstract	
Abstract in Finnish if instructed in the degree program guidelines	
Table of contents	
1 Introduction - general introduction - objectives, research questions, scope - concepts	1 Introduction - general introduction - goals, the definition of assignment (de- tailed) - concepts
2 Theoretical part prior research theories and models professional literature and other sources	
3a Empirical part - presentation of the target under study - data - methods (data acquisition and analysis) - results -summary	3b Empirical part - presentation of the target under study - project plan - project implementation - presentation of results - evaluation
4 Discussion (analysis) assessment (reliability and validity) conclusions and/or recommendations suggestions for further research or development (the discussion can also include an evaluation of the thesis process)	
Bibliography	
Attachments (if any)	Attachments: Documentation (the project outcome can be a separate document)

*For a theoretical/philosophical analysis, part 3 is somewhat different.