



**A location strategy, advertising banner and
operational leaflets for a case company
Kenkä-Oscar Ltd.**



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The purpose of this thesis was to develop advertising and a location strategy as well as an operational manual and operational leaflet for a Finnish company in a shoe-retailing business: Kenkä-Oscar Ltd. The operational leaflet will act as a guideline to all of the company's current employees and for possible new workforce. The advertising and location plan will act as a guideline for the company's management.

A concept for the location strategy started from an interview with the CEO of the case company. The interview contained questions about the company's future plans. Some potential future operation possibilities were presented to the CEO and he responded to them with either interest or disapproval according to the company's predicted future needs. Different location options were tested with pilot shops for one-month periods both in a shopping mall, Tullintori in Tampere and in a commercial centre Columbus in Vuosaari, Helsinki to find the most suitable location for the company's secondary office in the future. In both locations, the researcher studied the concept and the customer deviation as a non-participating bystander. The test results were informative and after the experiment, a new location was selected from the two, piloted options.

As a supplementary product to this thesis, an operational manual and an operational leaflet were developed. These leaflets will act as a guideline to all of the company's current employees as for the possible new workforce.

Key words: An advertising plan, Consumer Protection Act, Location strategy, Operation leaflet, Operation manual

Kansainvälinen business-to-business markkinointi

Heidi Listenmaa

A location strategy and an advertising banner for a case company Kenkä-Oscar Ltd.

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Tämän opinnäytetyön aiheena oli kehitellä kenkäalan yritykselle Kenkä-Oscar Oy:lle mainonta- ja sijaintistrategia sekä toimintaohje, jota käytetään päivittäisessä työssä. Työohje on tarkoitettu talossa jo oleville työntekijöille sekä toimimaan perehdyttämiskansiona yrityksen mahdollisille tuleville työntekijöille. Mainonta- ja sijaintistrategian tarkoitus on toimia ohjenuorana yrityksen johdolle.

Ajatus sijaintistrategian luomiseen alkoi tapausyrityksen toimitusjohtajan haastattelusta. Haastattelu sisälsi kysymyksiä yrityksen tulevaisuudensuunnitelmista. Muutama mahdollinen tulevaisuudennäkymävaihtoehto esiteltiin toimitusjohtajalle ja hän vastasi niihin joko myönteisesti tai kielteisesti sen mukaan, mitkä yrityksen ennustetut tulevaisuuden tarpeet ovat. Eri sijaintipaikkoja testattiin kuukauden testiperiodin ajan kauppakeskus Tullintorilla, Tampereella sekä kauppakeskus Columbuksessa Vuosaarella, jotta paras mahdollinen ratkaisu tapausyrityksen uudeksi sivutoimipisteeksi löydettäisiin. Kummassakin paikassa tutkija havainnoi asiakasjakamaa ja markkinakonseptia ei-osallistuvana sivustakatsojana. Testitulokset olivat suuntaa antavia ja kokeilun jälkeen uusi paikka valittiin kahdesta testatusta vaihtoehdosta.

Opinnäytetyönsivutuotteena syntyi toimintaohje ja toimintalehtinen. Nämä toimintaohjeet tulevat toimimaan ohjenuorana yrityksen nykyisille ja mahdollisille tuleville työntekijöille.

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1 Introduction

The purpose of this study is to create advertising and a location plan for a case company's utilization. As a valuable addition for this thesis, an operational manual and an operational leaflet were created for the company's current and future employees' benefit for daily use. The case company is a Finnish shoe-retailing company, Kenkä-Oscar Ltd., which has been in the market for thirty years. A plan for the location strategy started from an interview with the CEO of the company. The interview contained questions about the company's future plans. During the interview, some potential future operating possibilities were presented and they were regarded with either interest or disapproval according to the company's predicted future needs. After a location strategy was selected to function as an operating plan for the case company, two different location options were tested for the best possible solution for two individual one-month periods both in a shopping mall, Tullintori in Tampere, and in commercial centre Columbus in Vuosaari, Helsinki. In both locations, the researcher studied the marketing concept, location benefits and the customer deviation as a non-participating bystander.

The first section of this thesis is an introduction, outlining the scope of the study, the choice of the research context, the purpose of the study and the structure of the study. This is followed by theoretical background disclosing the general theory context and earlier studies as well as the construction of the hypothesis. The research approach for this thesis was a qualitative approach and the method was chosen to be a case method. This was followed by a non-participating research method on the location site as part of the elaboration of the location strategy. Research reliability and validity were tested and acknowledged to be reliable.

The empirical section was conducted by studying and presenting the current marketing law in Finland to study and reveal what and how the marketing can be performed and what is to be avoided in the advertisements. The advertising plan itself was defined for the case company's purposes and a valuable addition to this plan was an advertising banner prepared within this research. The second section of the empirical study was conducted by searching an unusual, new location for a short-term shop experiment, later described as a pop-up shop experiment, to observe if the case company could establish a new, permanent shop further from Hämeenlinna and thus widen its operational area. The third dimension of the empirical study, an operational manual and operational leaflet creation, ends the empirical section. Their outcomes are to be seen in the appendices section. From those tangible locations that were researched in the purpose of finding a permanent business place, the best suitable location was selected, and a new business was started in the chosen location. The final section of the thesis, conclusions, is presented by stating the findings of the thesis, the managerial implications and theoretical linkages and future research challenges.

1.1 Scope of the study

There has been minimal trend toward written documents in the history of the case company, Kenkä-Oscar Ltd. A CEO is at the same time the owner and founder of the company and thus approximately all the planning made for Kenkä-Oscar Ltd. concerning its future are the CEO's unspoken thoughts. Sometimes this impulsive thinking and paperless way to manage a limited company, is not the most suitable alternative. The company's employees should be able to understand what the company's vision is and to implement the company's strategy with the CEO. At the same time, the company's future: fusion, business transaction or generational change, is easier to define after the basic concept and future strategies are in written form.

The main research problem was to create a solid location plan and an advertising banner as an addition to an existing advertising plan for the case company, Kenkä-Oscar Ltd. This was conducted because the case company needed a carefully considered, strategic future plan. When a new location is chosen to represent Kenkä-Oscar Ltd., it means that the CEO will spend significant amount of time in the new shop while the company's current employees will continue working in the company's existing facility in Hämeenlinna without CEO's presence. The new location may also need a new employee(s). Thus, with the help of the researcher, the case company's CEO decided to form a functional and a comprehensive operational leaflet that would act as a guideline for both the new and existing employees.

The plan for the operational manual and the operational leaflet began to develop during the researcher's internship at Kenkä-Oscar Ltd. During that period, the researcher was able to learn more about the company's principles, objectives, vision and daily routines. While trained by the company's CEO, the researcher originated several improvement models how the daily operations of the case company could be improved and evolved. As a result of this, the operation leaflet and operational manual were created for the company's training and utilization purposes. The leaflet and the manual will now be presented as a beneficial addition for this thesis and can be found in the appendices section.

1.2 Choice of the research context

The case company, Kenkä-Oscar Ltd., was selected to be the study object because the researcher has access to inside information of the company and previous knowledge about the company, its principles, operations, operating procedures and customer base. The CEO of the company has great respect and confidence towards the researcher and thus he suggested that she would be a part of the location strategy implementation and that she would study its alternatives. The advertising campaign was limited to concern an advertising banner to be located on the wall of the main building of the Hämeenlinna facility.

The subject was outlined to concern briefly the company's future plans because the company is a private enterprise and its owner and CEO makes all the decisions for the company's future mostly based on his own wants and the predicted company needs. Thus, an interview was seen to be the best solution to study the near-future plans of the company and its owner.

The location strategy was executed in the following way: first the CEO named four possible future locations from which the two strongest alternatives were selected to pilot for a one-month period. The permanent place was selected from these two pilot locations after comparing certain facts, such as customer deviation, daily and weekly sales, sales forecasts, window space and size, shop location and size, rental costs and other relevant factors. An advertising banner as a part of the bigger advertising plan was directed precisely for the existing location's purposes in Hämeenlinna because it will receive a reduced amount of attention from the CEO after he shall direct the management resources towards the new shop. The focus of the advertising planning was in marketing law and other legislation and rules concerning this type of marketing that the case company, Kenkä-Oscar Ltd., is going to use. An operational manual and an operational leaflet were translated into English for the purposes of this thesis from the parts that were allowed to be published.

1.3 Purpose of the study

The purpose of the study was to create an existing shoe-retailing company, Kenkä-Oscar Ltd., a functional advertising banner as a part of a bigger advertising plan for its Hämeenlinna premises according to a current market situation and the case company's needs. The focus of the strategy was in marketing law and other legislation and rules so that the advertising banner would be according to law. This view of the thesis will also benefit the company in the long-term, if the company in future will design new advertisements that are printed either on paper or on fabric, or presented in other forms of marketing. The current laws and regulations concerning marketing were studied by an approach where written legislation from different sources, such as Finlex, which is the legislation database of a Finnish state, was studied.

After an interview with the CEO of the case company, the location strategy implementation started. The interview contained questions about the company's future plans. Different potential future operating possibilities were presented to the CEO and he responded to them with either interest or disapproving of them according to the case company's predicted needs. The location strategy was selected to be the best possible future plan for the company's near future and thus the CEO asked for the researcher's help in the implementation process. Therefore, the location strategy was selected as part of the thesis studies. Different location options were tested with pilot shops for one-month periods both in the shopping

mall, Tullintori in Tampere, and in the commercial centre Columbus in Vuosaari, Helsinki to find the best possible location for the company's secondary office in the future. In both locations, the researcher studied the concept and the customer deviation as a non-participating bystander. The information of the test results was either measurable, numerical data or empirical data that were both comparable with each other. After the pop-up shop experiments, a new location was selected from the two, piloted options.

The third purpose was to create an operational manual and operational leaflet for the company's current and future employees' use. These guidebooks will act as a guideline and training material for the workforce of the company. The leaflet was created as a quick guide for the personnel and the purpose was to simplify the text so that one could quickly study the leaflet and remember the right work pattern. The leaflet contains those areas that are the most troubling to the personnel. The operational manual is an information source of the company's principles, operations, employment and supply among other relevant knowledge and thus it is especially beneficial for new employees. This information was gathered during the researcher's internship period at the company and using the CEO's interviews as a help and as a method for screening the information's correctness.

1.4 Structure of the study

This study is six-dimensional. The first objective was to outline the future plans of the case company so that the best possible research question could be found, asked and answered. This was done by interviewing the company's CEO and later transcribing and analysing his responses. Some future models were presented within the interview to the CEO. These models are explained in the theory section.

After the future plan was limited to a new location for the case company, the location options were considered and outlined into the two best suitable ones. Both of the best suitable locations were tested with a one-month lasting pop-up shop concept and the best one was selected after analysing the results from the experiments. Analysing was made by comparing the gathered research data such as a location itself; its size, accessibility and visibility; such as display windows, what floor it is located, is the location in a mall or within a good public connection. Other compared research data was the costs of renting and furnishing the location, other tangible costs, the days the shop can be open, marketing costs and sales data as well as the empirical data; such as the shop's atmosphere, shop cleanliness and customer deviation.

The third objective in the thesis was to create a strategic advertising plan for the case company. For this purpose, explicit legislation was studied; the legislation that needs to be taken

into consideration while outlining the advertising or marketing plan. This acts as the fourth dimension of the thesis. The fifth objective was to create an introduction and operating leaflet. The purpose of the leaflet and operating guide is to act as a guideline to all of the company's current employees as for possible new workers. The operational leaflet's form is designed with a technique that one can quickly examine it to remember what has been previously taught. The sixth dimension of the thesis is the analysing section of all these research questions presented.

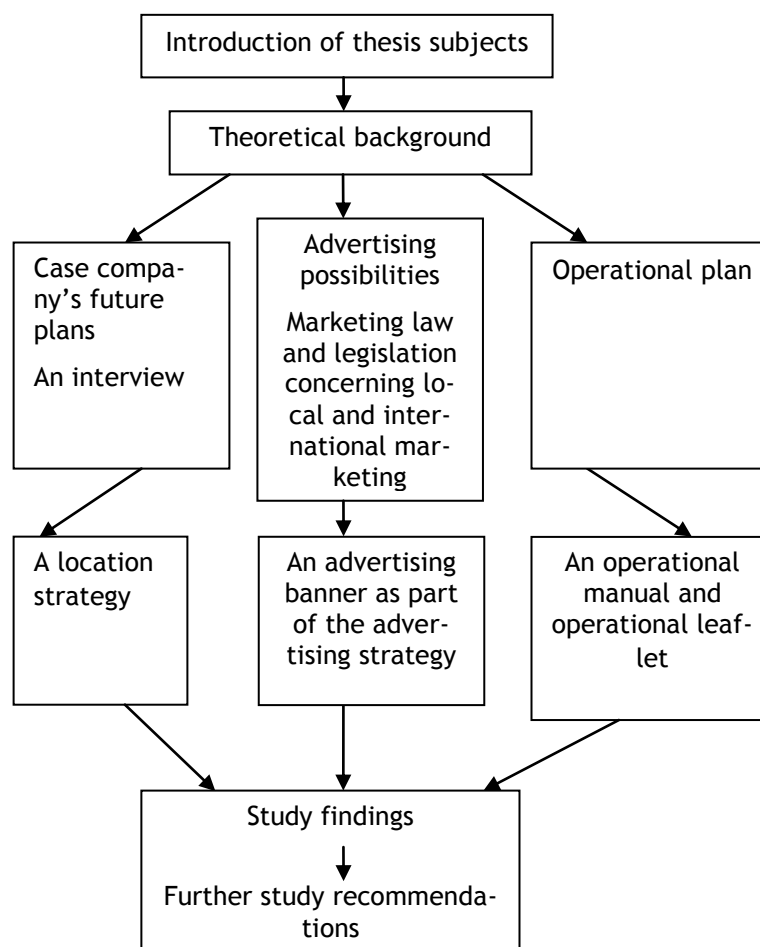


Figure 1: The research content

As seen in figure one, the first section of this thesis is an introduction, divided into the scope of the study, the choice of the research context, the purpose of the study and the structure of the study presentations. This is followed by a section with theoretical background outlining the general theory context and earlier studies that are presented together with the construction of the hypothesis. The research approach for this thesis was a qualitative approach with a case method, followed by the research results from the interview, information gathered from the piloted shops as part of the elaboration of a location strategy and a study method that examines the current and relevant laws and regulations concerning the advertising cam-

paign from written laws and regulations. Research reliability and validity were tested and acknowledged reliable.

An empirical section was outlined by studying and presenting the current marketing law in Finland to study what and how the marketing can be completed and what to avoid in the advertising. The advertising plan itself was defined for the case company's purposes and an advertisement banner was created as a part of the advertisement plan entirety. The second section of the empirical study was prepared by searching an unusual, new locations for a one-month's, short-term pop-up shop to pilot if the case company could establish a new shop further from Hämeenlinna and thus widen its operational area. The best from the piloted locations was selected and a business was started. The empirical section's research information and results were analysed and combined. Final section of the thesis, conclusions, was divided into the findings of the thesis, the managerial implications and theoretical linkages of the study and finally into the future research recommendations.

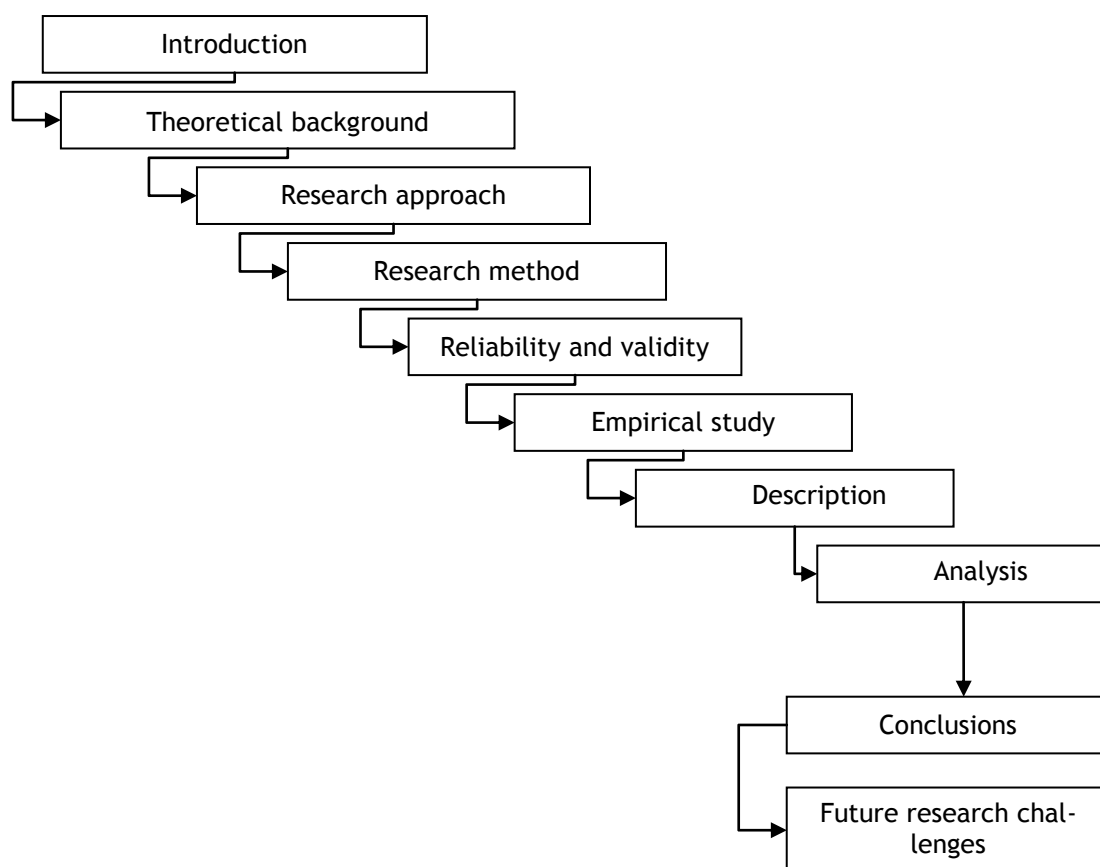


Figure 2: The structure of the study

In figure two, the general view of the thesis is described. The thesis starts with introduction and theoretical background introduction. The research approach is described together with

research methods. The research reliability and validity is tested. Empirical study is described more carefully with its description and analysis of the empirical study's results. Thesis ends with conclusions derived from the research findings. Future research challenges and recommendations are considered after the conclusions.

2 Theoretical background

2.1 From business plan to advertising plan

A business plan should be in written form as it is an important tool for an entrepreneur and his or her company's interest groups. This is as important in the establishment of a company as it is in the growth and development process of the company. Later in the process, a business plan will act as a central improvement tool for the company's operations. (Raatikainen 2006, 42). A business plan is combined with a strategic plan. According to Berman & Evans (1997, 55), strategic plans can first be categorized by their important areas and can be from short-term, specific, typically one-year plans to long-term, broad, five-to-ten year, or even 15 year plans. Short plans are developed by departments and are precise and detailed programs while management makes long-term plans and outlines needs. The categorizing can be made by developing of a strategic plan, duration, method, or scope. The scope of a strategic marketing plan may vary, as there can be either a separate marketing plan for each company's leading product or a bigger, comprehensive marketing plan for all of the company's products or services. (Berman & Evans 1997, 55).

According to Bergström & Leppänen (1997), marketing is a customer-based policy, which with customer relationship is allured with customer satisfaction, commodities are introduced to the market to attract and to stimulate consumption so that the company can generate positive interest towards the company and its products, increased sales and thus achieve stronger position in its own market segment. Berman & Evans (1997) define marketing as a concept of anticipating, managing, and satisfying demand through the exchange process. Anticipation can be acquired through consumer research that should be done on a regular basis. The gathered research information helps the company to better answer for consumer's desires and help to create marketing around them. Management of demand consists of facilitation, regulation, and stimulation tasks. Facilitation of demand in general is the process that a company creates buying process easy for its customers; a company has convenient location(s), it accepts credit cards, uses a well-trained sales force, and actualizes other strategies. Regulation of demand materializes when there is a peak demand while satisfaction of demand concerns factors such as product availability, actual performance upon purchase and after-sale-service. Additionally, marketing involves concepts such as ideas, goods, services, organizations, places, and people. (Berman & Evans 1997, 7).

Marketing can be directed to consumers or to other businesses. According to Bly (1998, 8-9), one difference between business-to-business marketing and business-to-consumer marketing is that products that are not necessities are sold to consumers, while business buyers have the need and want to buy routinely. Most commonly the products sold to consumers are luxury items that the consumer did not know he or she could need before seeing an advertisement or entering the shop. Controversially, when selling to other businesses, the other company has the need to buy the product or service to continue their day-to-day operations of their business. (Bly 1998, 8-9). According to Berman & Evans (1997, 8), either consumers or publics can be the target audience of marketing.

In strategic marketing plans, the marketer should consider a marketing mix, which consists of the four P's of marketing. According to *The Marketing Mix (2002-2007)*, these are Price, Place, Product and Promotion. All these four P's are controllable parameters that can be monitored throughout the marketing process. These four indicators should be directed towards a target market where the customers are to generate positive results and value. (*The Marketing Mix 2002-2007*). Strategic (marketing) plans can be developed via a combined approach of bottom-up or top-down designs, or either of the two. As implied in the name of bottom-up plan, that are created from the bottom-up, meaning that the salespeople, product managers, advertising personnel and others have their opinion in the planning process when setting budgets, forecasts or objectives. Timetables and the marketing-mix are also important. These plans are realistic and good for morale, but can be difficult to coordinate and achieve mutual understanding. Top-down planning can be used to accompany the bottom-up plan, as it can unify direction for the marketing effort and use assumptions about external factors of the plan. The company's management makes a top-down plan. (Berman & Evans 1997, 55). As a strategic marketing plan is completed, the advertising appears to draw people's attention to the company and its products.

Advertising is paid communication through a non-personal medium. The advertised message is controlled in the process and the marketer and sponsor is identified in the advertising. (Laitinen 2007). According to Malcolm McDonald, "advertising is communication in paid-for media". (McDonald 2007, 545). An advertising plan should be implemented before completing the advertising itself. According to Malcolm McDonald, there are numerous questions to ask when designing the plan. These questions are for example the definition of the target audience and outlining the objectives that the campaign will have. The best possible place and time should be considered as well as wanted results and budget questions. (McDonald 2007, 332). Advertising needs its own strategic plans.

According to Philip Kotler (2005, 94), usually, depending from the objective of an advertising campaign, the size of the company that wishes to increase sales, have an effect on the cam-

campaign style and form. Often the budget determines the limits. A market leader can advertise more and in less aggressive ways than a smaller company. Alternatively, marketing campaigns that are designed to increase the interest of the consumer have two ways to act. One way is to use a strategy where media is not used at all, but the product is promoted to the markets in other ways. Another alternative for a company strategy is a more straightforward marketing approach, where the marketers use advertisements that appeal the target audience. These campaigns trust on marketing through media and paper advertisements that create a centre of attraction towards the shops. (Kotler 2005, 94).

2.2 The choice of advertising media

The choice of advertising media is decided according to the campaign size (Menekin huolellinen arviointi ehkäisee harmeja 2009) and sales product. If the product itself is complicated or it includes multiple restrictions, the choice is on even higher importance. Important information cannot be shown for a short time period in fast television commercials or be solely printed in small letters for the consumer to read. These situations can be for example products marketed in conjunction with consumer credit where the customer must be given considerably information concerning the actual price of the product together with credits costs, real yearly interest rate as well as the credit terms. Additionally, not only the target group of the commercial but also the other consumer groups should be kept in mind, especially if the advertisements consist of material that is unsuitable for viewers under 18 years (Children). (Mainosvälineellä on väliä 2009).

2.3 Operating environment, monitoring, feedback and control plans

According to Malcolm McDonald, businesses have an open operating environment that consists of existing and potential customers, competitors and factors that are outside from company's control. These changing environmental factors are, among others: customer wants, fashion, economic climate, environmental issues, legislation, and technology. They all present the company with both threats and opportunities in the changing commercial environment. (McDonald 2007, 19).

Market research should be performed before and after the advertising campaign to ensure effectiveness and value for money. This is achieved through resource allocation: a certain quantity of personnel should be allocated to be responsible for following and creating a company's internal performance indicators, some of them creating campaign timing and some with monitoring procedures. Also external control methods need to be taken into consideration: a company should use the data provided by media owners about how the audience or readership or user figures are changing and why. Tactical planning is a categorization of various tasks, such

as budget, timing, and responsibilities such as creating of monitoring and control mechanisms and collecting continuous feedback and performance indicators. Tactical planning also includes appointments of task coordinators. (Laitinen 2007).

2.4 Business location and business solutions

A business location is place that the business is situated and from where the business is operated. The decision about the business location is important, as it has either a negative or a positive impact on profits. Locations that will maximize revenues and minimize costs are most popular among companies. Additionally, different locations have multiple appealing and repelling factors that attract companies either towards or away from them. Appealing factors are for example good communication systems, low labor costs and government incentives. Repelling factors are for example falling demand, rising competition or costs at specific area or inadequate communications systems. (The Times 100. 1995-2010). The actual business location, the shop, does not have to be concrete, as it can also exist at the Internet. In addition, the company's operating procedures can be performed using paperless exchange of information. According to Krajewski & Ritzman (2002, 514), an E-Commerce is a paperless path to exchange information and communicate along the entire value chain of a business process. Both business-to-business as well as business-to-consumer transactions may benefit from it, as it works both ways in the chain. The Internet is part of E-Commerce. (Krajewski & Ritzman 2002, 514). The Internet has millions of users and it works as an infrastructure to change digital data and providing of services such as e-mail or the World Wide Web. (Krajewski & Ritzman 2002, 515). Other business operating solutions can be for example franchising, sponsorship, shop-in-shop concept, a pop-up shop or a trade show and event marketing. These other operating models for businesses are presented below.

2.5 Franchising

Franchising is a way to operate under a recognized brand name for the purpose to distribute goods and services. When a business, the franchisor, licenses its trade name, the brand, and the brand's operational methods to a receiving company, the franchisee, a franchise occurs. The receiving, joining company agrees to operate under the brand name, under certain operating terms of a contract, which are all agreed in the franchise agreement. The franchisee receives support, and sometimes control, from the franchisor. As an exchange, the franchisee pays the brand owner or brand holder a franchise fee, which is an initial fee for the brand name, and a royalty, which is a continuing fee for the use of the trade name and the operating methods. A franchise fee is not necessarily paid in every case. (Seid & Thomas 2000, 9). There are two types of franchises: business-format franchises and product-distribution franchises (Seid & Thomas 2000, 12). A business-format franchise is more common than the prod-

uct-distribution franchise. Examples of these are Wendy's, GNC and Uniglobe. In this format, the franchisee obtains to use the host company's logo, trade name and the operating system to obtain the product or service to market. This format brings consistency to the market and it is alleged to be the key to success when doing business. Consistency is brought to the different franchisee shops by mutual behavioural manners, staff dressing, advertising and shop exterior and the experienced atmosphere by the potential customer while stepping into the shop. Thus, the business structure gives not only the ready business plan but also gives the franchisee answers to almost every question from the establishment of a company to its later operational phases. (Seid & Thomas 2000, 12-13). Examples of product distribution franchises are Coca-Cola, Ford Motor Company and Goodyear Tires. In this type of franchising, the franchisee is selling the product that the franchisor is manufacturing. The franchisee is called the distribution franchisee. The product, such as Coca-Cola, may usually require extra preparation from the distributor franchisee before selling to the final consumer. Some additional servicing may also be required such as in the case of Ford Motor Company's vehicles. (Seid & Thomas 2000, 12).

2.6 Sponsorship

Sponsorship is a commercial agreement between a sponsor and a sponsored party. In the contract, the sponsor agrees to provide financial or other support to the sponsored party and the latter will promote the sponsor's brand, image, and products. Since the 1980's sponsorship has been a popular means of supporting a product's or organization's position in its chosen market field. Sponsorship has multiple valuable qualities such as global coverage, smaller marketing costs, and sometimes possibilities that would not be reachable otherwise. An example of this would be tobacco companies that are banned from television, but will obtain the publicity via sponsoring other events that will attain public attention. (McDonald 2007, 558).

2.7 Pop-up shops

A pop-up shop is a company's place of business that the managerial level decides to start up in selected location for a short time period. The existing period for a pilot shop, like a pop-up shop, is limited and can vary from one day to 96 hours or more. The core concept in a pop-up shop is that the piloting companies can test a location and its suitability for company's utilization while attracting customers to buy the represented brand's products with limiting both the edition and the time the clothes or other products are available. This way the piloting company tries to get on the same level with the changing consumer type. This is done by creating a sense of urgency by establishing a shop with the company's own limited edition of its clothing, shoes, or other products for only a short time period. Then customers have to

make a fast decision if they want to get the desired items from the collection. (Gogoi 2007, 1).

2.8 Shop-in-shop

A shop-in-shop concept means that a separate business concept is established into an existing business location to broaden its current supply. An example of this could be a hamburger restaurant in a gasoline station to expand gasoline station's services from car wash, fuel, and market items into a broader category. The competition is intense but for the shop-in-shop concept's benefit, the customers rather choose from the shops or gasoline stations the one that offers most of the needed services. Thus, the existing business location acquires the ultimate benefit from the shop-in-shop concept when broadening its existing service supply. (Jokes Family Oy 2008).

2.9 Trade shows and event marketing

A trade show is also known as a trade fair or an expo and is an exhibition that is organized for trading purposes. Companies attending these events from a specific business field can present and display their latest products and services while the ones visiting the fairs may examine current and upcoming trends, opportunities and study the rival's activities. Some trade shows are open to a public while others are solely on "Trade Only" purposes. (Trade fair 2010). Trade shows are an efficient way to contact multiple customers and future opportunities and is perceived an essential at least in business-to-business sales (Stevens 2005, 1). Event marketing, also known as event creation, is developing or designing an occasion, activity, display, exhibit, or event such as sporting events, fairs, and music concerts. The basic idea of the events is to promote a cause, organization, or product. (Definition of event marketing 2010).

2.10 Earlier studies

Earlier studies concerning marketing, advertising, or their planning have not been completed for the case company before. Yet, advertising planning or a marketing planning or advertising or marketing as a construction are popular subjects among thesis writers and a source for numerous study books. Some examples that are close to this thesis and could be read together with this study are "Orion Pharman ja apteekkien yhteismainonnan tutkiminen" by Kukkonen, Merja from year 2004, "RavintolaHovin markkinointisuunnitelma" by Sami Anttonen, 2006 and "Mainonnan suunnittelu, Case Oy Finkenberg Ab" by Nieminen Laura, 2006. Kukkonen (2004) had the following research study objects in her thesis: (1) the meaning of common advertising, (2) the planning of a marketing campaign, and (3) measuring of marketing effects. Anttonen (2006) had a thesis subject that was a marketing plan for a case company Ra-

vintolaHovi. The thesis comprehended not only the current marketing and advertising, but also a future marketing plan for the year 2007. Nieminen (2006) accustoms her thesis readers to different marketing and advertising means and forms, to sales promotion and pricing of a product. Additionally Heli Anttonen (2003) wrote in her thesis “Markkinoinnin eettiset normit ja Suomen lainsäädäntö” about the central laws concerning marketing and advertising in Finland and the international norms of marketing. According to Anttonen (2003) those laws in Finland are a Consumer Protection Act and an Unfair Business Practices Act.

There are multiple study books about the subject marketing, advertising, and their planning or marketing law. For example “Marketing” by Berman & Evans (1997), Philip Kotler and his numerous text books as “Marketing Management” and its multiple editions to “Marketing Insights from A to Z” (original from 2003 and Finnish translation from 2005) are all comprehensive text books about marketing and advertising. A good example of a text book about marketing laws and regulations is “Suomen Markkinaoikeus” by Kaisa Sorsa, 1998.

There has been a minimal trend toward written documents in the case company Kenkä-Oscar Ltd. and thus it is understandable that the company did not have any written instructions for its employees or possible new workers. Whilst working in the company as an intern, the researcher noticed the lack of written instructions and saw this as a serious inadequacy that should be corrected. The benefits of a clear, a functional operational manual, and an operational leaflet are positive. As Janne Hyötyläinen states in his engineer degree work’s summary section; “As the processes will finally get described, and the (company’s) actions will start according to processes, one can observe the benefits of process leading. With the help of processes the company can develop its activity easier, answer to change in markets and react to customer demand faster than previously experienced.” Hyötyläinen (2009) made an operation manual for a case company. He shares the same vision with his work as this thesis’s operational manual does. Yet, the influences of the operational manual and the operation leaflet have to be measured later on after they have been in use by the company’s employees.

2.11 Construction of hypothesis

Construction of hypothesis was made in chronological order, starting from searching of suitable research theme to the final decisions based on the gathered research data.

As seen in figure three, the construction of the hypothesis was started by searching of a suitable research theme. A location plan was seen most desirable future plan for the case company and thus that was chosen to be the main research object of the thesis. The future plan was divided into smaller concepts that were studied further: the location, the amount of time and method. Four different locations were selected to be considered further from which two

were selected to be piloted with one-month pop-up shop experiment. The final, best suitable location was selected from the two, piloted locations, after considering certain empirical and countable, numerical data.

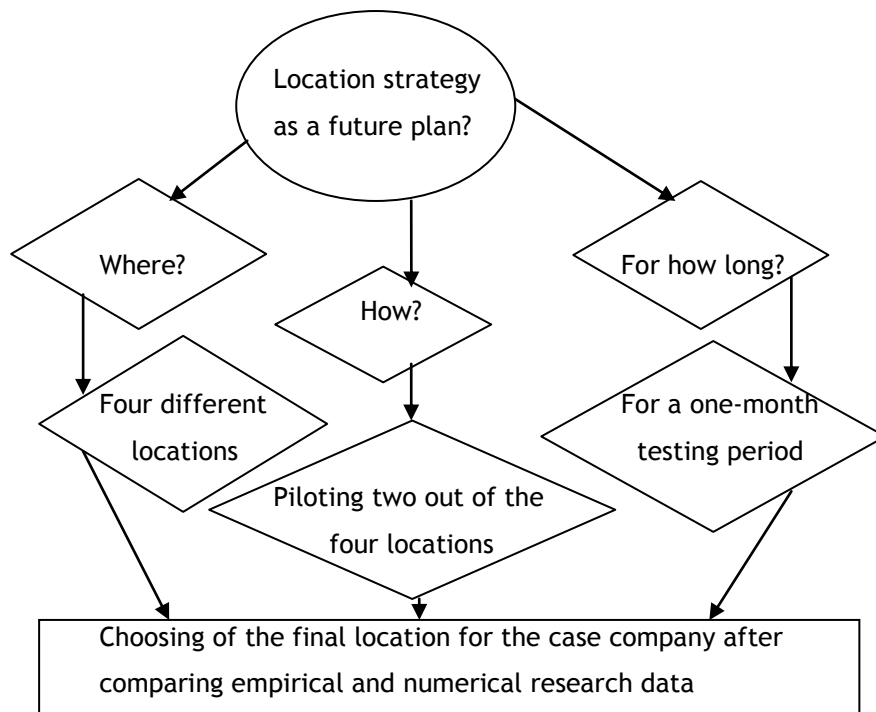


Figure 3: Construction of the hypothesis: Location strategy

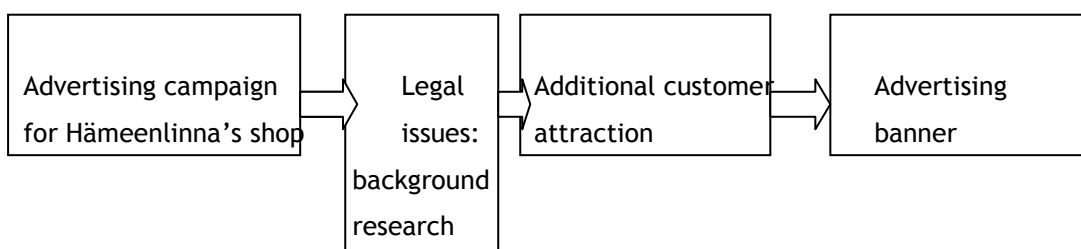


Figure 4: Hypothesis formatting: Advertising banner

In figure four, one dimension of the thesis construction, an advertising banner formatting is described. The case company required advertising campaign to improve its marketing in Hämeenlinna's main office. A background research was made on the legal matters considering marketing and advertising. With advertising campaign, the case company wanted to receive additional customer attraction and attention towards its shop in Hämeenlinna and thus an advertising banner was decided to position into outer wall of the case company's main office, which is a visible promotion place within a busy street. The advertising banner was made to support the main advertising campaign, effectuated in local newspapers.

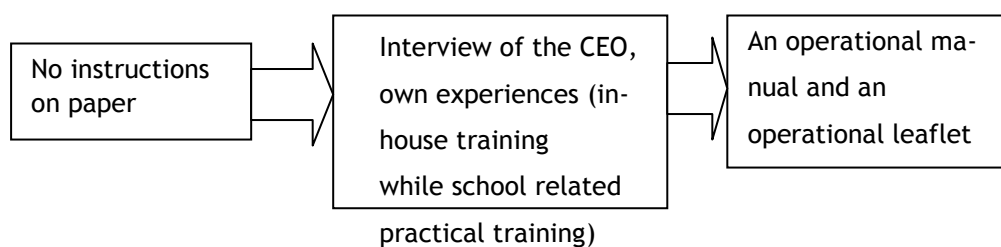


Figure 5: Hypothesis formatting: An operational manual and operational leaflet

In figure five, an operational manual's and an operational leaflet's formatting is described. The researcher noticed while her school related practical training in the case company that it had no initiation material or instructions in written form. Thus, an objective for the thesis was formed and the operation manual and operating leaflet created.

3 Research approach, method, reliability and validity

3.1 Research approach

The research approach is a qualitative study method because that was the best suitable study method to determine answers to placed research questions. The qualitative method was taken further into a case study as this thesis consists of a research made for a specific case company. This shoe-retailing company, Kenkä-Oscar Ltd., was selected for this study because the researcher has access to the inside information of the company and has previous knowledge about the company, its principles, operations, operating procedures and customer base. Part of the thesis also started to form during the researcher's internship period at the case company. The CEO of the company suggested to the researcher her participation in the location strategy implementation and thus this was selected as part of the thesis topics. For the thesis's purposes, the advertising plan was limited to concern only an advertising banner to be located on the wall of the main building of the Hämeenlinna facility. The focus of the strategy was on marketing law and other legislation and rules concerning this type of marketing. A study method that examines and analyses written legislation and rules was used while gathering the information about the current and relevant legislation for the advertising plan.

In the case study, the researcher used an interview, its transcribing, and her own experiences from the company as part of the information gathering process. An interview and personal experiences were utilized especially in the operational manual and operational leaflet as well as outlining the company's future plans. These future plans lead the researcher into the location strategy implementing process. The location strategy was executed in the following way:

first, the CEO named four possible future locations from which the two best ones were selected to pilot for a one-month period. While piloting the two possible locations in the implementation section of the location strategy, the researcher acted as a non-participating bystander to gather empirical data. The pilot experiment also brought numerical data in the form of rents, electrical bills, gasoline bills and other costs. The company's CEO estimated the gathered numerical data and thus it is not included in the thesis paper. The numerical data was combined with the empirical data and based on this information the case company's CEO chose the best alternative for a future area office for Kenkä-Oscar Ltd.

3.2 Research methods

The study method is a qualitative case study. A case study examines one singular case: in this case, it is a shoe-retailing company Kenkä-Oscar Ltd. According to Hirsjärvi, Remes and Sajavaara (2007, 130), a case study will offer the researcher detailed information about a single or a small group of similar cases. A case study's typical collecting methods are study material data gathered through different methods such as interviews, observation, document scrutiny and document analysis. (Hirsjärvi et al. 2007, 131). In this case study the methods used were an interview, a non-participating observation in the two pop-up shops that were piloted in different locations and a document scrutiny and document analysis to study what the combination of numerical data and empirical data will reveal about the two locations. The numerical data itself was relinquished from the thesis because the case company's CEO scrutinized that data.

When interviewing the company's CEO, the answers were written down on paper during the interview and later transcribed into standard language. Transcribing means copy typing of an interviewee's answers that are stored for example by recording or by retyping his or her own answers that have been given in writing (Saaranen-Kauppinen & Puusniekka 2006). The interview method was half structured, where the interviewer has questions ready but the interviewee can answer in his or her own words (Eskola & Suoranta 2008, 86).

When testing the pop-up shop concept for the location strategy's purposes, the researcher acted as a non-participating bystander to study the marketing concept and the customer deviation. As a researcher, the possibility to scrutinize the marketing data was offered and the numerical data about the costs and income was revealed. This section is relinquished from the thesis due to its private nature and because the company's CEO made the final decision and scrutiny.

In the advertising plan section a study method that examines and analyses written legislation and rules was used, where existing laws and other regulations: strongly binding justice

sources, weakly binding justice sources and allowed justice sources, (Definitions from Siltala 2010, 145-193) were searched and the relevant rules for this case were selected. Strongly binding justice sources are law and in case the law does not exist, the country's common (business) tradition. Weakly binding justice sources are government proposals, committee reports, court rulings, and resolution dictums. Allowed justice sources are jurisprudence and justice literature, common country values, ethics and good morale. Sorting to these different categories is made according to the justice source validity: the more important the source is, the more the judge has to acknowledge it in his or her ruling due to his or her liability as a judge. (Hievanen 2010, 9-11; Vähämaa 2008, 59-63). The research question in this particular case was to study the current and relevant content of the effective law. This is the core question in juridical studies. The marketing law part of this thesis intends to answer the question how to act according to the effective law. (Husa, Mutanen & Pohjolainen 2001, 13).

The operational leaflet is constructed from the daily routines in the shop that the researcher was able to observe while practicing in the case company at its Hämeenlinna's head office and company building.

3.3 Reliability and validity

There are two concepts when the research's authenticity is evaluated. These concepts are the research's reliability and its validity. The latter indicates if the research is measuring the facts it is intended to and thus means the competency of the research's information. (Lotti 1998, 33). According to Hirsjärvi & al. (2007), a validity problem is a situation, where simple, generic criteria are not to be found to help the research to decide the best possible alternative as an operative definition for each case. The objective is to find out are the variables measuring exactly what they are designed to measure in a research. (Hirsjärvi & al. 2007). Reliability means that the research's results are stable or lasting: the less a coincidence has an influence over research results, the better the reliability. If the research is renewed, its trustworthiness can be evaluated with collateral or re-run measurements. (Lotti 1998, 33).

4 Empirical study

4.1 Description

The empirical data consisted of non-participating observation of the researcher and the interview with the case company's CEO. According to *Empiirinen tutkimus* (2010), an empirical research is different from experimental research and it composes empirical experiences gathered through measurement and observation of the research object. The completed research was a case study and the method used were an interview, a non-participating observation in

the two pop-up shops that were piloted in different locations and finally finished by document scrutiny and analysis to study what the combination of numerical data and empirical data will reveal about the two locations. The interview was performed at the beginning to reveal the company's wants, needs, and future plans could be outlined. In addition, the company's CEO's and owner's motivation factors were studied. When interviewing the company's CEO, the answers were written on paper during the interview and later transcribed into standard language. The interview revealed the future strategies of the case company and the need for the research was defined. Some future possibilities were deselected and some taken into the company's strategic operational plan. These strategic concepts directed the research question towards a pop-up shop concept and studying the best possible future location for the case company through the one-month's experiments.

Additionally, the new location plan created a need for additional marketing efforts for the case company's main facility in Hämeenlinna. The research question in this particular case was to study the current and relevant content of the effective law to support the existing advertising plan of the company and to study how the additional advertising banner can be done and what can be represented or pictured on the banner. The operational manual and operational leaflet is constructed from the daily routines in the shop and is designed for the use of the company's current and future employees. The need for this type of written guidelines became apparent whilst the researcher's internship in the case company.

4.2 The case company in general

4.2.1 Company form, the full name and the industry of the company

Kenkä-Oscar Ltd. is the full name of the company. The company name of Kenkä-Oscar Ltd. is partly foreshortened to K-O in this text. K-O's company form is a limited company (Ltd.). When the company was first formed in 1981 (Inoa 2009), the company form was a limited partnership but it was changed to Ltd. during the past years. (Takala 2009).

The main industry of K-O is shoe shops (Inoa 2009). They specialize in high-quality leather footwear and especially large sizes (women up to size 45 and men up to size 52 in European size classification). In these shoes, the company pays close attention to detail and fine craftsmanship. Shoes from Finland are preferred, but there are also shoes from Germany, Spain, Italy and other countries in Europe. K-O is dedicated to offer the customer both quality and current trends at affordable prices in every season. The main industry for K-O is natural-leather shoes, although the case company also sell shoes made from artificial leather and fabric. Additionally, the case company sell accessories such as bags, leather belts, leather gloves

and ornaments for the house. Moreover, there are antiques, furniture, oil paintings and oriental carpets. (Takala 2009).

4.2.2 Mission, vision and values

Kenkä-Oscar Ltd. is a Finnish company that has a long-term history in a shoe-retailing business. It specializes in providing high-quality leather footwear, leather goods and accessories. Additionally the practicality of the shoe is at high priority, due the older generation's special needs. K-O's specialty is large shoe sizes that are represented up to 45 for women and 52 for men in European sizes and tailored leather shoes that can be manufactured solely for one specific customer. The brands that K-O represents are known to pay close attention to detail and to fine craftsmanship. Kenkä-Oscar Ltd. is dedicated to bring customers both high-quality and total customer service through proficient personnel. The personnel are well trained for their occupation and they are proud to work for the company. Quality service comes naturally to them. (Takala 2009).

At Kenkä-Oscar the people are in high priority: whether it is the personnel of the company or its customers or bystanders. The vision is to be the best in the field in the case company's own segment. The intention is to fulfil the promise that has been set to the client, and thus make the company a successful business. In the company's operational culture, the vision comes true. In day-to-day business, K-O has set the target to make people happier and healthier by selling shoes that has health improving qualities. The company and its employees are dedicated to provide total customer service. The vision is also a constant striving towards even better value-adding service. The company values are its customers from all age segments and its personnel. The company honours people's individuality and values the customer's different kinds of needs as seen from the case company's wide product category. (Takala 2009).

4.2.3 Business ideas, basic concepts and a core process

The short version of the business idea is to sell quality products and focus on healthiness. The objective is to provide the customers extra service with high-quality shoes and unique customer service as well as the best items from the accessories and furniture market. The basic concept of Kenkä-Oscar Ltd. is to introduce and emphasize the delight of exercising also at more mature and grown-up age and to provide equipment for it. A core process is a chain of activities that delivers value to external customers. These processes interact with external customers and develop relationships with them, thus resulting new services and products. In Kenkä-Oscar Ltd., the core process includes such activities as customer relationship process,

new service development process and new product ordering process. After that follows an order fulfilment and supplier relationship process. (Takala 2009).

4.2.4 Revenue and number of personnel

The company has two places of business, the main office located in Hämeenlinna and the area office in Tuulos (Takala 2009), located close to the main office, approximately 27 kilometres away from it (Eniro reittipalvelu). The company's revenue has been changing from time to time. The following diagram one will describe the changes in detail since 2003 to a year 2008:

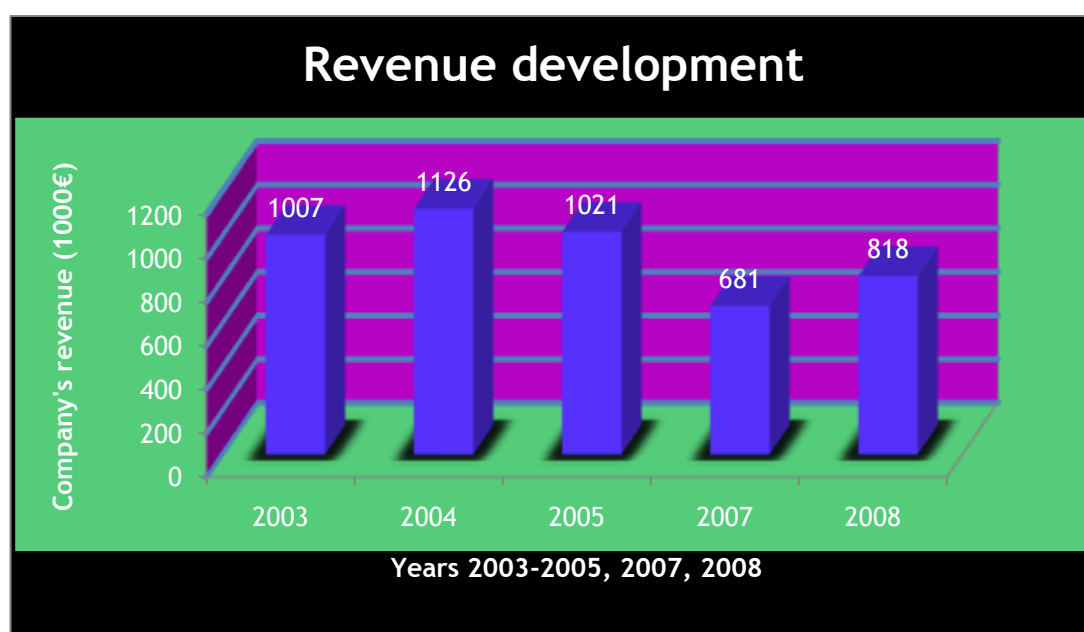


Diagram 1: Revenue development

Diagram made by Listenmaa, H., information for the diagram from Inoa; economics section

In diagram one the case company's revenue development is described. In the y-axis, variables of company's revenue in Euros are presented. In the x-axis, the comparable years: 2003 to 2008 sans 2006 are described.

The company is established at year 1981 and its estimated revenue is 0.4 to 1 million Euros per calendar year. In table one the case company's key figures are presented. The busiest years in the comparison from 2003 to 2008 were 2004, with its €1 126 000 revenue, followed by 2005 with its €1 021 000 revenue and 2003 with its €1 007 000 revenue. There was a positive percentage change of revenue at years 2003, 2004 and 2008. The most profitable year

(business profit percentage) was 2007, even though that was the year with the smallest amount of company revenue in the comparison in question. (Inoa; economics section).

The exact figures from 2003 to 2008, sans 2006, are presented below in table one:

Key ratio	Yr 2003	Yr 2004	Yr 2005	Yr 2006	Yr 2007	Yr 2008
Company's revenue(1000€)	1007	1126	1021	unavailable	681	818
Change of revenue %	2.40	11.80	-9.30	unavailable	unavailable	20.10
Fiscal period result(1000€)	39	20	-35	unavailable	52	-30
Business profit %	5.00	3.70	2.10	unavailable	9.50	1.60
Company's personnel	8	8	7	unavailable	5	7

Table 1: Case company's key figures

Table made by Listenmaa, H., information for the table from Inoa; economics section

K-O imports shoes mainly from Europe via an importing company ANWR and some other shoe dealers such as Legero-dealer, Ara & Gabor-dealer and some Finnish shoe manufacturers from Kankaanpää, Kuomiokoski, Sievi and Jalasjärvi (Takala 2010). There is no export by this company. The number of personnel is estimated to be 5 to 9 people (Inoa; economics section). K-O is also a member of Suomen Yrittäjät (Suomen Yrittäjät).

4.2.5 Case company's history

The case company has 29 years of experience. In that time its personnel, values as well as the business concept have evolved. The man behind the concept is Pentti Takala. He launched a shoe shop called Kenkä-Oscar Ltd. at 1981 and soon after in 1985 opened a daily-products selling market called Oscar-Market Ltd. (Takala 2010). This thesis concentrates solely on Kenkä-Oscar Ltd.'s future strategy.

At first, the objective of Kenkä-Oscar Ltd. was to sell good quality, elegant shoes for children, men and women. Later the company started to realize also the practicality of the shoes and the older population's special needs. Kenkä-Oscar Ltd.'s product concept has become broader than it was in the early years and now it includes for example carpets, bags, leather gloves, leather wallets, belts and shoe-care products. At present the company's focus is di-

vided to fulfill different segment needs, while the actual focus will be directed (concerning the location demography) mainly towards health shoes and walking shoes as well as towards winter footwear. (Takala 2010).

The business for Kenkä-Oscar Ltd. has changed over the years as its biggest segment (loyal customers) is reaching older age and the segment representatives' needs are changing due to that. For Oscar-Market Ltd. the time when the first big supermarkets were launched into Hämeenlinna, was a changing moment as it deprived the majority of the existing market equipment customers from the company and the case company had to implement some strategic changes to the business idea. The new business concept discarded every-day products such as washing powders or food, and emphasizes more expensive purchases, such as furniture, lamps and mirrors. (Takala 2010).

The CEO of the case company is satisfied for his occupation and would not change his decisions from the past, even though this company has taken his time and energy away from other interests and hobbies such as flying and tennis. As a part of the thesis a re-interview with Mr. Takala was performed, concerning these motivation factors. The first interview was completed at 2006 as a part of a Laurea school project. Now the answers from the new interview were compared to the ones given at 2006. One result of this comparison was that the CEO still feels the same way as in 2006, although there has been some growth as a person and as a manager of the shop. At present, he seems to be more willing to consider other person's ideas besides his own and thus the trust towards this thesis and for the company's employees has improved from 2006.

4.3 Kenkä-Oscar Ltd.'s background research and visions for future

The following parts are the results from the comparison of the two interviews made with the CEO of the case company, Mr. Pentti Takala.

At the time of the first interview at 2006, the company strategy was to strive to be the best at the field of shoe-selling companies. The renewed interview was kept in November 2009. Answers for the case company's future visions were found and the basis for the location plan was established. At 2009, the location strategy analysis was followed by new area office for the case company.

Motivation factors for the company owner and CEO are found from his youth. The case company CEO has chosen to be a sole proprietor subsequent to his mother and grandfather. He prefers to be his own boss and to make his own decisions and then executing them. He likes the customer relations and the changing atmosphere: one has to use creativeness at work.

The most enjoyable thing as being a self-employed for Mr. Takala is the satisfaction when one hears the compliments from customers. Whether one has managed well in decorating the shop or one has the best customer service in town. Also negative feedback is appreciated. According to Mr. Takala, if the company is receiving feedback of any kind, it means that it has loyal customers who want the company owner to improve the business to become even better. (Takala 2006). At 2009, the case company CEO claims that he would still choose to be an entrepreneur, despite the efforts it requires from him.

The CEO has been satisfied with his decision to become an entrepreneur and devotes himself for the company every day of the week. He is striving to become better manager and shop owner in his business, and claims that he learns something new every day. (Takala 2006). At 2009, the case company CEO is still striving to find the ways to improve himself and the case company. He still believes in the power of pleasing the customers. Any kind of feedback from customers is valued, both compliments and critic. The aim is to attain the best customer service in Hämeenlinna. Loyal customers are valued and the shoe-selection has been accustomed for the loyal customer's needs. (Takala 2009).

The case company has long, a thirty-year history behind it. The biggest challenge for the case company, until the year 2006, has been the depression of trade between 1980 and 1990. Many companies lost their equity and were declared to a bankruptcy. Since then, the business environment has been changed. (Takala 2006). At the time of the renewed interview, Finland experienced yet another depression of trade. A future strategy for the case company is to listen more carefully what people want and what do they need and thus concentrate more on the core knowhow of the company. The case company's priority is to sell its old stocks and consider through which brands to order in the future. Good quality products are appreciated in the company and by its customers and thus that is the criteria while deciding the brands. In search for good quality the low reclamation rate, material usage (preferably different types of leather) and beautiful and practical models are valued. (Takala 2009).

The CEO of the case company has considered other future strategies, yet franchising has not been considered as an alternative for the current business model. The specific operating terms of a contract and means how franchising operates under certain terms or brand names is not found to be the ideal by the case company owner as he wants the freedom to make his own business decisions. The idea that the case company CEO has is to represent a variety of quality brands, which differs from the franchising concept. This is seen as an extra value and service to the case company's customers. (Takala 2009).

The case company does not currently have Internet pages. The pages have been planned to design and to launch in near future with the help of skilled students or advertisers. The first

phase is to launch www-pages with case company's contact information, history, brands the company represents and pictures from the current shoe collection. In a long-term, the case company would prefer the possibility to sell shoes via Internet pages. This, though, would require better inventory system that the company currently have. (Takala 2009).

Business-to-business or business-to-consumer representatives have a marketing possibility via event or trade show marketing. The case company have yet not joined into events or trade shows as a seller, although the case company owner has done market place selling in the early years of the case company. In the future, there is a possibility that the case company could participate into sporting events or music festivals, although those events would be more profitable for a food or beverage seller. Shoe retail exhibits are not considered, as they are seen as business-to-business events where manufacturers showcase their products for the retailers. (Takala 2009).

Shop-in-shop concept is a marketing concept that is usually done in large facilities. A separate business concept is established into an existing business location in a form of a different compartment or section for a specific brand selection. In the case company's facility a brand of health and walking shoes, MBT, has its own compartment to implement the shop-in-shop concept. A future plan is to design closer cooperation with the manufacturer or importer of different brands and engineer the shop-in-shop system forward. (Takala 2009).

Currently the main customer groups are divided into five different segments according to their phase of life. These are: (1) pensioners, (2) working population, middle-aged, both sexes, (3) women aged 15 to 30 and 31+, (4) children aged one to five and (5) those who take an interest of different kind of sports (running, badminton, tennis, walking...) over their leisure time. In the future, the segments can also be divided into individual customers and company or communal representatives and employees. (Takala 2009).

In the future, the case company will establish its operation first in Helsinki region and later on in Turku and Tampere. Market segmentation on potential customers should be done as the company establish new locations. Hämeenlinna region has been the market place for the case company on its whole lifespan and thus the location will be kept on the operational palette. Other countries will be considered after an expansion in the national market. Long time customer relationships are valued, but by expanding to new locations while keeping the Hämeenlinna location, new relationships are sought. Thus, business idea and business plan are revised. (Takala 2009).

4.4 Location strategy

A location strategy was implemented after first testing of two different locations with month-long pop-up shops. The concept for the location strategy started from the interview with the CEO of the case company.

The CEO first selected four different locations within Finland to be considered as an option. The locations were in Helsinki, Lappeenranta, Tampere and Turku. These locations were surveyed from the map, and with the help of Eniro www-pages route search, the distance between the warehouses, and the distance between the main shop in Hämeenlinna and the new location, were measured. It became clear that the shortest routes would be to Helsinki and Tampere and thus they were selected for the next phase.

The next phase was a pop-up shop experiment that lasted each for one-month period. First, a location was tested in the bottom floor of a shopping mall Tullintori, located in Tampere. The testing period was December 2009. The second location was in a mall Columbus, located in Vuosaari district in Helsinki. The testing period for this pop-up shop was January 5th to February 5th 2010. This location in the mall was at the rear end of the building, but located at the street level. The permanent place was selected from these two locations after comparing certain facts. Analysis was made by comparing the location itself; its size, accessibility and visibility, such as its number of display windows, what floor the shop is at or will the location be at a mall or within a route with a good public connection. Other considerations was made over the costs of renting and furnishing the shop space, other monthly costs and payments, such as an electricity and heating, the days the shop can be open within the mall opening times, marketing costs, sales data and the gasoline consumed between main office, warehouses and area office.

After the comparison of previously mentioned data, the most suitable location was selected to be in Vuosaari, Helsinki in the commercial centre Columbus. A new, additional location for the case company was opened after careful consideration on April 2010 at that shopping mall. The general feedback has been positive and the customers have been satisfied that the case company K-O started its business at that location. One of the major factors for this final decision was that after the exit from Columbus at February 2010, the customers started phoning at Hämeenlinna facility and asked the CEO to bring back the business. According to the loyal customers in Columbus, there is no actual competition for the case company closer than in Itäkeskus, Helsinki. This is interesting empirical information, as there is a shoe shop and a large supermarket in Columbus that sells shoes. Similar feedback was not achieved from Tampere partly because the location was difficult to find by the new customers.

4.5 Marketing law

4.5.1 Legislation regulating business

Business legislation has three main purposes: to protect companies from unfair business competition, to protect consumers from unfair business practises, and to protect the interests of society from undesirable business behaviour. Legislation affecting business has steadily increased over the years (Poole-Robb & Bailey 2002, 69-74). According to Kaisa Sorsa in her book (1998, 7), marketing law consists of all legal material that has a value in implementing marketing, starting from the condition when a company enters the market. According to Kaisa Sorsa (1998, 9) and Finlex, there are multiple laws regulating marketing in Finland:

Laws and regulations controlling marketing in Finland:
Act on Certain Proceedings before the Market Court 28.12.2001/1528
Act on Competition Restrictions 27.5.1992/480
Act On Television- and Radio Operations; 25 §, protection of minors 9.10.1998/744
Act on the Market Court 28.12.2001/1527
Alcohol Act 8.12.1994/1143
Consumer Protection Act 20.1.1978/38
Food Act 13.1.2006/23
Government Regulation of Consumer Products and Customer Services and the Information to be Delivered for the Consumer 23.6.2004/613
Government Regulation of the Marketing Information to be delivered in Housing 15.2.2001/130
Housing Transactions Act 23.9.1994/843
Law on Consumer Products and Services Safety 30.1.2004/75
Medicines Act 10.4.1987/395
Package Travel Act 28.11.1994/1079
Product Liability Act 17.8.1990/694
Regulation of Consumer Goods Prices in the Marketing 30.12.1999/1359
The Law of Real Estate Brokerage and Rental Apartments 15.12.2000/1074

Table 2: The laws and regulations controlling marketing

Laws and regulations dealing with consequences and administration:
Act on the National Consumer Administration 18.12.1998/1056
Act on the Consumer Complaint Board 12.1.2007/8
Act on the Market Court 28.12.2001/1527
Criminal Code 19.12.1889/39
Decree on the National Consumer Administration 18.12.1998/1057
Law on National Consumer Administration 5.12.2008/800

Table 3: Laws and regulations dealing with consequences and administration

4.6 Agreements and authorities

4.6.1 Monitoring of marketing

Finnish Consumer Agency is an unbiased facet that safeguards the position of a consumer towards service provider. It helps a consumer by giving advices and help to understand his or her legal position and rights, which with they can protect their status as a consumer. The Consumer Agency monitors the changes in consumer legislation on behalf of a consumer. (Kuluttajavirasto 2010). The Consumer Agency processes the monitoring of marketing and operating procedures in customer relationship. Both, the Consumer Agency and provincial government oversee also pricing obligations on commodities (Kuluttajansuojalaki 1978/38, 20 §). If marketing is found to be against the law, it can be ushered to marketing court. Consumers' responsibility is to report unlawful marketing directly to the marketer or to the consumer agent. A marketing field's self-regulating organ is a Central Chamber of Commerce's business usage board, which can give necessary statements of good marketing matters to companies. (Mainos on tunnistettava mainokseksi ja siitä on käytävä ilmi kuka mainostaa 2009).

4.7 Marketing legislation

4.7.1 Aggressive marketing is prohibited

According to a Finnish consumer protection law (2:9) aggressive procedure in marketing or customer relationships is prohibited. Methods are considered as aggressive if they include harassment, forcing or any other constrains of a consumer and because of that the consumer is forced to make a decision that he or she would not have made otherwise. When considering the level of aggressive marketing, the timing, place, nature and possible, threatening language and threatening behavior are to be taken into consideration. In addition, activities such

as weakening consumer rights or threats of unlawful activities are prohibited. (Kuluttajansuojalaki 1978/38, 2: 9).

4.7.2 A raffle or a lottery

Easy accessibility, clear terms and conditions and gratuitous participation are the requirements when a company organizes a marketing related raffle or lottery. Thus, a company cannot promise in its marketing a random benefit or prize as a return service for the customer's money, a purchase offer from the consumer or as an exchange for them buying the commodity. (Kuluttajansuojalaki 1978/38, 13 § and 14 §).

4.7.3 Combined offers

In marketing, it is possible to use combined offers or give-a-ways to attract customers. The offer can be for example that the customer receives a 50-percentage discount from the original price of the second product he or she buys after buying a specific, normal-priced item or the customer can receive a free give-a-way gift in exchange for buying a certain campaign product. The latter marketing method is especially used on shop's tax-free shops and as additional commodities with magazine orders to attract new readers. The former is used for example in clothing or shoe shops to increase the sales volume.

However, when using a combined offer as a marketing method, there is a law regulating it. According to Finnish Consumer Law, if combined offer is used, the marketing needs to clearly state the value and content of the offer as well as separated prices away from the items that are offered together with a special price, unless the commodity's price sold separately is less than ten (10) Euros. Especially important are also the restrictions regarding the quantity one can buy and the period wherein the campaign is valid. (Kuluttajansuojalaki 1978/38, 12 §).

4.7.4 Comparative marketing

If comparative marketing is used, it should be fair and truthful (Mainos on tunnistettava mainokseksi ja siitä on käytävä ilmi kuka mainostaa 2009). Should there be comparative marketing, it cannot cause any misunderstanding amongst a company's own and its competitors' trademarks, company names or commodities if that is prone to lead a consumer to a purchase judgment that would not have taken place without the advertisement (Kuluttajansuojalaki 1978/38, 2:5).

4.7.5 Good marketing manners

An advertisement should be recognized as such. It should contain the information of who the marketer is (Kuluttajansuojalaki 1978/38, 2:4), it should be ethical and according to good marketing manner and society values (Mainos on tunnistettava mainokseksi ja siitä on käytävä ilmi kuka mainostaa 2009). According to Finnish Consumer Law 2:1, any marketing against good manners is prohibited. Any inappropriate procedure is prohibited both in customer relationships and in any relation to consumers (Kuluttajansuojalaki 1978/38, 2:1).

Marketing is considered to be against good marketing manners if it is clearly against generally accepted social values and especially if there is discrimination against one's race, gender, age, national origin, language, nationality, disablement, health issues, sexual orientation or other person-related matters. Other especially aggravating matters are marketing that insults human dignity or political belief or the marketing is taking an approving attitude against actions that jeopardize health, general security or environment without a good cause that involves the sales commodity. If the marketing is directed or it will be in the reach of minors, it will be considered against good manners especially if it will use their gullibility or inexperience for marketing advantage or if it is harmful to their well-balanced upbringing or development. (Kuluttajansuojalaki 1978/38, 2:2).

Thus, violence or discrimination based on race or sex cannot be used in marketing. In addition, children and their interest should be acknowledged in marketing, even if they are not the target group. (Mainos on tunnistettava mainokseksi ja siitä on käytävä ilmi kuka mainostaa 2009).

4.7.6 Item and unit price requirements

Generally, item prices should be declared on an item or on its packing, or on a selling place such as a shelf or a display that the item is placed on (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 1999/1359, 10 §). Merchandise should declare an actual selling price of the commodity with taxes and other costs (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 1999/1359, 2 §), plus a unit price from the products it is required from (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 1999/1359, 3 §). This should be performed in a clear and an univocal manner that the consumer can notice and understand (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 1999/1359, 4 §). If the unit price is the same as the selling price, then it is not necessary to declare separately (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 1999/1359, 3 §). Should there be any additional costs to the selling price, they should be marked clearly in an adver-

tisement as well (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 1999/1359, 4 §).

The unit price is not necessary to declare on the marketed item if the item does not require its measurements declared, separate commodities that cannot be divided into parts without changing their features or quality, or pre-packed items that have content less than 50 milliliters or 50 grams (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 1999/1359, 7 §).

The unit price is not necessarily declarable on the marketed item, if it is a grocery and the product is pre-packed (ready to eat) with a quantity less than 50 milliliters or 50 grams, a ready-to-eat meal, vegetable in single sales or sold in a jar, pastry, chocolate egg or other decoration sweets (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 1999/1359, 7 §).

4.7.7 Misleading information

The use of misleading information is prohibited, (Kuluttajansuojalaki 1978/38, 2:6) as is a procedure where the company sends products directly to random customers and insists customers either to pay the product, to send it back or to store it (Kuluttajansuojalaki 1978/38, 2: 10). An example of misleading information is its origin, manufacturing date and customs, its usage and usage effects and the test results made upon this commodity. Other misleading information would be for example the commodity's delivery time, its price formation, special price benefit or consumer's rights, responsibilities and risks. (Kuluttajansuojalaki 1978/38, 2:6).

4.7.8 Sales price

A sales price should be based on the price that has previously been at the same shop and the time period that the sale is valid should be clearly indicated in marketing. The sales price should be clearly stated in the commercial if the product has been individualized in the advertisement with words or pictures so that the consumer can recognize the product from the advertisement. If the product's importer implements the marketing, the price does not have to be included in the advertisement. (Täytyykö tuotteen tai palvelun hinta kertoa mainoksessa?).

4.8 Rules and guidelines of marketing

4.8.1 Instructions to implement marketing correctly

When implementing a marketing correctly, a company must take the consumer into account. If marketing is created correctly, the impact will be seen through higher customer satisfaction and sales. Finnish Consumer Agency has created instructions for companies to follow in their marketing to avoid hazards and typical errors. (Mallikas tarjouskampanja ottaa kuluttajan huomioon 2009).

According to Finnish Consumer Agency, a successful campaign will meet consumer's requirements and expectations if there is sufficient and correct information in the advertisement and there is enough campaign merchandise to ensure its accessibility through the whole campaign. The campaign should be designed to relate the size of the supply: a small campaign for fewer products and a bigger campaign for multiple products. All possible errors and problem situations should be considered beforehand. (Mallikas tarjouskampanja ottaa kuluttajan huomioon 2009).

It is a marketer's responsibility to correct an error in marketing. The correcting actions should be efficient enough and corrected spontaneously to minimize damages. Mainly the corrective action is achieved using the same channel that the original advertisement was released in, especially in situations where the campaign is designed to last a long time (at least one week). Certain procedures are to be followed depending on the marketing channel: a combining factor being that in all situations the personnel should know the right information. (Mainoksen virhe on oikaistava 2009).

If a company is found negligent in marketing, it will be liable to compensate a consumer the damages its actions have caused. The liability is wider if the company has intentionally used mistakes in its advertisements to attract customers. Consumer rights are that one can rightfully expect the presented campaign information to be accurate; products are available and purchasable at the location indicated in the advertisement. (Huolimattomuudesta seuraava korvausvastuu 2009).

Marketing should be arranged appropriately: an error in the advertisement has to be corrected (due care) as required to save a company from the burden of its previous negligent actions. The burden is not relieved even if the advertisement has been corrected if the company has not followed enough caution in formatting the advertisement in the first place. (Huolimattomuudesta seuraava korvausvastuu 2009).

If there are restrictions in the sales terms, a consumer has to have all the required information how and where to buy the product and how long the sales period is to be able to purchase the item(s). There are restrictions for the marketer in using expressions such as "as long as stocks last" or "limited quantity". The latter is to be used in one-time offers where the company has purchased a small (test) quantity of products for sale or has leftover inventory for sale and it is very likely that the product's supply is short-term. One way to operate in described situations is to print the amount of sellable products into the advertisement from where the consumer can evaluate how long the supply will last and make the purchase judgment based on that. Statements such as "the company is not responsible for mistakes in the price, text, or images provided in the marketing material" are not permitted. (Tarjouksen rajoitukset selvästi esiin 2009).

4.9 Sales forecasts

A company should carefully and as accurately as possible forecast sales to ensure sufficient availability of campaign products. Multiple matters should be taken into consideration when preparing the sales forecast. First is the marketing nature, taking into notice if the marketing is about special discount campaign or catalogue marketing. Second matter is the marketing volume, outlining the future demand during the advertisement campaign, the amount of different media channels to be used during the campaign and the channel choices of the campaign. The channel choices can be for example newspapers, magazines, television, outdoor advertising, company's own Internet sites or online banners; solely one of the channels or a combination of few of them. Usually the more diverse channels are used the greater the demand is going to be. (Menekin huolellinen arviointi ehkäisee harmejä 2009).

Third issue is the number of sales locations and channels there is going to be during the campaign. Those channels for a consumer to purchase sales product can be for example a mail order, an Internet, and physical sales places; shops. During a marketing campaign, each location and channel should have its own, sufficient stock of sales products available. Fourth matter to consider when preparing the sales forecast is the significance of the sales price. Usually lower sales price will guarantee greater demand to extend that extreme sale discounts can bring more demand than a company is prepared for. (Menekin huolellinen arviointi ehkäisee harmejä 2009).

Fifth element is the availability of the sales products. The products might be seasonal products and thus their availability is limited to certain specific amount. This implies that the company cannot acquire the products more from the supplier during the campaign. Additionally, company's previous campaign data such as statistics and the customer feedback, should be taken into consideration. (Menekin huolellinen arviointi ehkäisee harmejä 2009).

4.10 Standard operating procedure

There should be a standard operating procedure for marketing campaigns in case there should be something to complain about. Customer service is at great importance when for example sales articles finish or the price is displayed wrongly in the newspaper advertisement. The process should be monitored and developed further when needed. (Mallikas tarjouskampanja ottaa kuluttajan huomioon 2009).

4.11 Stock of sales products

According to Finnish Consumer Agency, a sufficient availability of sales products is the most important part of marketing (Mallikas tarjouskampanja ottaa kuluttajan huomioon 2009). Thus, a company has to make sure that the campaign product will be available throughout the campaign period. There can be surprising circumstances such as strikes, national holidays etc. that marketing staff or sales people should be aware of. They should acquire the sales items and secure them from the suppliers before the campaign starts. (Tuotteen saatavuus varmistettava ennen markkinointia 2009).

4.12 Compensation situations

4.12.1 Cover purchase and travel costs

In situations where the advertisement is untrue by its central message, i.e. there is a sales item that is especially cheap and its quantity is not clearly indicated in the advertisement, and the item in such case is sold too quickly in accordance to a sales period, the customer can demand compensation from the marketer in the form of a price difference between the originally marketed item and the replacement item. (Huolimattomuudesta seuraa korvausvastuu 2009).

Travel costs can or should be paid from the first customer visit to the shop, if the sales items are sold too quickly according to the sales period, and the company's promise is to acquire the product to the customer later or give a compensating product without ado. Travel costs can or should be paid from the second journey to the shop if the consumer has to travel twice to the location to receive the actual sales item. (Huolimattomuudesta seuraa korvausvastuu 2009).

4.13 Common problem situations for companies

4.13.1 Closing-down sales, nudity in marketing, wrong price on the advert

There are numerous problem situations for companies that can happen during advertisement planning or its implementation. Finnish Consumer Agency has ready answers to most common problem situations that are for example how to perform closing-down sales, nudity's appropriateness in marketing and a wrong price on the printed advertisement. According to the Consumer Agency's answer "Liike mainostaa loppuunmyyntiä..." it is not possible to backfill the assortment that is the object of the closing-down sales. In above described problem situations, a consumer can contact the Consumer Agency, which will then instruct the marketer company to understand and receive the standard operating procedures. (Liike mainostaa loppuunmyyntiä...).

It is not against the law to display nudity or little clothing, such as underwear and bikini, in commercials. However, it is against the law to discriminate people based on their race or sex or displaying gender degradingly sexy way in marketing. Commercials that display bare skin should be designed so that the criteria of disparagement are not met. (Onko alastomuus tai vähäpukeisuus mainonnassa kiellettyä?; Mainos on tunnistettava mainokseksi ja siitä on käytävä ilmi kuka mainostaa 2009). In case of a pricing error in an advertisement, the consumer may have the right to obtain the commodity for that marketed (error) price, the condition being that the marketing itself has been negligent. The price does not bind the marketer if the error is so severe and clear that it is seen that the consumer should have understood the fact that an error is involved in the pricing. (Jos mainoksessa on väärä hinta...).

4.14 International norms of marketing

4.14.1 International market research

Performing international marketing, a company must understand the cultural and regulatory differences between separate countries to be able to implement the marketing correctly and to succeed in it. V. Kumar argues about this matter in his report about International marketing research. Companies should identify themselves; take notice towards social customs and a target country's culture before performing advertising and marketing in the chosen target area. (Kumar 2000, 1). Kumar suggests that the process of international marketing research follows the same rules and guidelines as domestic marketing research, with some modifications. The major differences that should be taken into consideration are the separate countries national differences, such as political, legal, economical, social and cultural differences.

Thus, the research results of a local market are not directly applicable to international marketing. (Kumar, 2-3).

4.14.2 National differences

V. Kumar lists the main factors that affect people's behavior in different cultures. They are climatic, cultural, and economic differences and differences in actual and potential target groups. Other differences Kumar lists are historical, language, racial and religious differences.

Climatic differences are for instance humidity, temperature, and wind (i.e. meteorological conditions). For an example, Bosch-Siemens had to alter its washing machines owing to irregular sunshine. As the result of that alteration was a minimum spin cycle of 1,000 rounds per minute, rpm, and a maximum of 1,600 rpm in Scandinavia were acceptable, when in Italy and Spain a sufficient spin cycle is 500 rpm due to the abundant sunshine of the country (Kumar, 4; Stevens & Davis 1997). Cultural differences manifests in special ways depending of which country or culture the person is from. According to Kumar (2-3), culture is a large group of people or nation's widely shared behavior patterns or norms. These adopted norms and patterns are attitudes, values, beliefs, artifacts, and other meaningful symbols that help people to communicate, interpret or evaluate as members of society. The greater globalization, the more cross-cultural awareness is needed. Cross-cultural differences are for example non-verbal communication, spoken language, etiquette, values and norms that can lead to cross-cultural errors if not known by the advertising company. (Kumar, 2-3).

Economic differences manifest themselves in companies' product development. According to Kumar (4), a company can be inspired to adapt its products in relation to the level of economic development in a market. Several indicators can be used to describe economic progress. These indicators are for example the level of revenue and buying power of local consumers and the state of infrastructure in the market. (Kumar, 4). Differences in actual and potential target groups can occur. For example a market researcher can face problems in performing national samples. This type of research can be costly, especially if distances are long or there are regulations when and how research can be conducted. (Kumar, 6; Kumar 2000).

Historical facts explain some customs that people in certain countries have. One example of opposites is a cricket playing in England opposed to a game of boules in France. These differences have a profound effect on consumer behavior. In addition, language is at great importance in international marketing. (Kumar 2000, 5). Inappropriate use of language may not only lead to comical errors as described later in the text, but also lead to loss of market (Ku-

mar, 5). Racial differences are physical feature differences of people born in different countries. Because of these differences, different types of hair care and cosmetic products are needed in different parts of the world. (Kumar, 4). There are many impacts that religion has on products, or more particularly on their ingredients. For example in Islamic countries, beef grocery products have to be equipped with a certificate declaring that the animals used in the product have been slaughtered respecting “Halal” methods. (Kumar, 5).

The following are examples of errors in marketing due to national differences, including a marketing mix and its four P’s:

An example of an error with product launching in Arab countries: a soft drink that had a six-pointed star on its label was introduced into Arab countries. Arabs interpreted this label as pro-Israeli and thus they refused to buy it. (Kumar, 3; Results of Poor Cross-cultural Awareness).

An example of an error with price discussions: a company from America was trying to attain a sufficient price for the company’s product from a Japanese buyer. The Americans presented a detailed presentation about the product and offered an acceptable price. The Japanese were silent after the first offer and thus the Americans thought the Japanese were going to reject it. The Americans lowered the price to prevent that. More silence followed the proposition. The Americans then said they would lower their price one last time, notifying that this was the lowest price they could give. After a brief silence, the Japanese accepted this offer. Later the Japanese party said that the first price was within an acceptable range for them, but their custom was to consider a proposition quietly before making a decision. Because of this error, the American company encountered profit lost because they thought the Japanese would act as Americans would in similar situation. (Blunders; Kumar, 3).

An example of an error with product placing: A well-known drinks company introduced a two-liter drink bottle into a Spanish market, but the company noticed resistance while entering the market. The reason for this was discovered soon; few Spaniards had refrigerator doors large enough to accommodate a drinking bottle this size. (Kumar, 3).

An example of an error with promotion: in Taiwan, PepsiCo advertised Pepsi with an advertisement saying, “Come alive with Pepsi”. The error was made as this sentence was translated into Chinese as “Pepsi brings your ancestors back from the dead.” (Kumar, 4; Results of Poor Cross-cultural Awareness).

4.15 Ethical norms of marketing

4.15.1 International marketing codes

International Chamber of Commerce, ICC, is a global business organization that promotes high standards of ethics in both advertising and marketing through business self-regulation. ICC has developed international marketing codes for ethical marketing purposes worldwide. (Mainonnan ja markkinoinnin ohjeet). These marketing regulations have multiple rules governing both the marketing ethics and inappropriateness in marketing and advertising. The rules of ICC have been taken into action by several countries self-regulating organs, such as the Ethical Board of Marketing in Finland. The purpose of the ICC rules are to honor the privacy of consumers, to secure a special responsibility in marketing that is directed towards children and towards young adults and to promote consumer trust towards marketing. Other purposes of the ICC rules are to give practical and flexible decision models to companies and to guarantee the right for free speech in marketing according to United Nation's, (UN), national and political rights agreement 19th article. If ICC rules are widely implemented in different countries, the objective is that the ICC rules usage will reduce the need for national and international regulation and laws. The ICC rules objective is also to indicate the need of good manners in marketing worldwide. (Kansainvälisen kauppakamarin ICC:n markkinointisäännöt 2008, 4-6).

Currently these instructions are (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 5): Compendium of ICC rules for users of the telephone in sales, marketing and research 2001, Compendium of ICC rules on children and young people and marketing 2003, ICC Framework for Responsible Food and Beverage Communications (2005), ICC Guidelines on Marketing and Advertising Using Electrical Media (2005), ICC International Code of Advertising Practice (1997), ICC International Code of Direct Marketing (2001), ICC International Code of Direct Selling (1999), ICC International Code of Environmental Advertising (2001), ICC International Code of Sales Promotion (2002), ICC International Code on Sponsorship (2004) and ICC/ESOMAR International Code of Marketing and Social Research Practice (1995). From these the ICC international code of advertising practice (1997) is mainly for ethical self-regulating purposes. (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 5).

4.15.2 ICC international code of advertising practice

A basic principle of an ICC International Code of Advertising Practice (1997) resembles a Finnish Consumer Protection Act. The previously mentioned code includes following advice (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 7-10). Marketing should be implemented according to law and good marketing manners (article 1) and it should not be offensive or misleading for consumers. In marketing, good marketing manners should also be used

in advertisements wording or pictures (article 2). A commercial should be recognizable as an advertisement (article 12).

For marketer, it is prohibited to use consumer trust wilfully (article 3), and marketer should remember its responsibility of society. Thus, racial, religious, gender related or other kind of discrimination is prohibited (article 4). Article 7 of an ICC international code of advertising practice prohibits the use of degrading expressions. The use of truthful expressions, especially about the product's total price, features, repairs and warranty should be visibly declared in marketing and in purchase situations (article 5). When using comparative marketing, such as comparisons to other similar products or merchandise, it should be accurate and truthful (article 6). Yet, the use of another company's logo (article 10), imitation of slogans or symbolic music is prohibited (article 11). In addition, unfaithful testimonials are prohibited (article 8). (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 7-10). A classical example of this would be a dieting pill customer, claiming in an advertisement that he or she lost weight using solely the marketed product while the marketer places a 'before and after' pictures into the advertisement. If the 'after picture' were altered with a computer program and the product itself would not solely bring the claimed weight loss, the testimonial combined with technically altered picture, is unfaithful and thus prohibited. Article 9 of the ICC code prohibits illicit use of profiles or pictures about persons regardless their social status or public profile (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 7-10).

The use of health risking activities without acceptable reasons is prohibited in article 13. Children and adolescent are widely protected from misleading or endangering marketing by article 14 and sending goods to consumers who have not ordered the product is prohibited by article 16. Further, a company has a responsibility towards nature; it is prohibited to encourage people into acts against nature (article 17). In article 15, the marketer is prohibited to refer to a warranty in the advertisement that will not guarantee the customer better rights than the law already gives to him or her. Finally, a company has a responsibility over its advertisements and marketing. The basic principles of marketing apply to all advertising agencies or other advertisement-service companies, advertisers, to the publisher, to the owner of the marketing device or medium and to the advertisement place owner (article 18). (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 7-10).

4.16 Environmental law

4.16.1 ICC international code of environmental advertising (2001)

ICC has created basic rules for marketers to use as their help when they are planning to utilize environmental claims in their marketing. The rules are based on national and international

laws and self-regulation from companies themselves. To act responsibly while implementing environmental marketing, companies need to focus on self-regulation. (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 47).

Basic principles of environmental advertising are that the information is accurate, factual, and according to good marketing manners, it is in harmony with conservation of the environment, and that the marketing does not encourage people to act against nature. The marketing should not present wrong or misleading marketing claims concerning environmental benefits because misleading marketing claims are deluding to consumers and also disloyal, unfair and harmful to competitors. All scientific research results are acceptable in marketing only if they are based on firm scientific evidence and used testimonials should be accurate and up to date. If comparative marketing is used, it should be accurate and not misleading in any way. In general, comparative marketing is highly regulated in environmental marketing. (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 48-50).

Claims based on product's lifeline, components or elements should not be misleading or give the impression that some facts that have been mentioned in the advertisement are better than the actual benefit to nature is going to be. To use such claims, the actual benefit must be significant for the ecology. Symbols cannot be mixed with ones that officials use and claims that concern waste-handling can be presented only if the handling method has been generally approved and sufficiently available for the public. Furthermore, all the claims, text and photography used in the marketing should be verifiable by the marketer. The proof of the claims should be at hand so that the marketer can, without any delays, prove them to the correct self-regulating organ (in Finland that is Keskuskauppakamarin liiketapalautakunta). (Markkinoinnin kansainväliset itsesääntelyohjeet 2006, 48-50).

4.16.2 Harmful effects of advertising on the economy

Advertising uses environmental resources. It is not often realized by the company owners or the audience that this is a fact. In addition, advertisements increase the price of the products because of advertising and planning costs. Thus, less will be sold because of the higher prices. Furthermore, powerful organizations are capable of dominating the global market through intense marketing and thus they have the possibility to control both price and distribution channels. (Laitinen 2007).

4.17 Advertising plan

The outcome of this advertising plan is an advertising banner made from fabric, sized five meters to two meters, and it will be placed on the outer wall of Kenkä-Oscar Ltd.'s shop fa-

cility in Hämeenlinna. The banner will be designed and manufactured in cooperation with a sponsor or sponsors, who will highlight their brand(s) in the advertisement. The advertisement will also have Kenkä-Oscar Ltd.'s model and company logo on it and it will be placed on the wall of the busiest street surrounding the company's facility.

4.17.1 Advertising plan objectives: background

The objectives for this entire advertising campaign were that it will be implemented in the Hämeenlinna region and that it will cause interest in people and thus bring customers to the shop. As a part of the campaign, an advertising banner will be created in accordance with a sponsoring party or parties. This advertising banner, as part of this thesis's subject, should create a positive image to bystanders and create a word-of-mouth effect such that the people would tell each other that in Kenkä-Oscar Ltd. are good quality shoes available at affordable prices. By this way, the advertising banner would also create the needed publicity to the sponsoring shoe manufacturer and its brand(s).

The pictures and information used in the advertising banner had to be carefully designed and planned. In addition, the information and advertisements used in the whole campaign was designed to be ethical and lawful and thus the background research on marketing law and other regulations were in place. The campaign objectives needed to be clarified and indicated specifically what is aspired to gain from the advertising banner in order to maximize the benefits of the campaign product for both parties. It was critical to achieve both parties (i.e. the sponsoring company and the case company) to see the campaign from the same point of view. In this advertising plan, the concentration was on creating a positive image for the case company Kenkä-Oscar Ltd. and the sponsoring shoe manufacturer and its brand(s) through a fabric advertising banner as part of the other marketing completed through local magazines. For this campaign, Kenkä-Oscar Ltd. is searching for collaborative parties and sponsor(s) for the summer season 2010.

4.17.2 Campaign-specific objectives

The main objective of this specific campaign is to make potential customers more aware of the shoes and the case company in question. By this way, the sponsor or manufacturer product attains a visible role in the advertisement. The objective is that the campaign will increase the overall sales of the co-operative(s), and the shop itself. One positive benefit of this campaign for the case company's collaborative parties is that it may start a movement of customers, transferring their shopping routines from one product segment or from one brand to another.

A product advertisement will mainly be conducted in visual media such as a fabric banner on the outer wall of a sales building, local newspapers: both free and commercial ones, window tapes and self-speakers to be placed inside the shop into the shelves where the marketed product is and different-sized advertising photography inside the shop building. These methods will increase the awareness of case company's products and offered brands. This thesis's focus is on the background planning of the advertising banner.

4.17.3 Marketing mix

As defined in the theory section, a marketing mix includes four (4) P's, which are product, price, place, and promotion. In this advertising campaign, the company is selling advertising place and representation of the co-operating company's brand(s). In this case, the four (4) P's are seen from an identical perspective. A win-win situation is what is wanted to gain and achieve.

4.17.4 Promotion

The concept of the advertising banner is to be presented to other businesses; shoe manufacturers or shoe representatives. The industry as well as the case company have been in the market field for a long time and thus just have established long-term customer relationships. This campaign's objective is to positively influence on people's shopping behavior.

Kenkä-Oscar Ltd. is well known by people living in Hämeenlinna, but quite unknown elsewhere in Finland, so the awareness must be increased, especially if a pop-up shop is considered. The location outside the case company's main office, on the outer wall towards a busy street next to a motorway ramp, is in this case a good place to promote them both, the case company and its sponsor(s). Word-of-mouth has always succeeded in Finland, so if the case company receives enough publicity through carefully placed advertisements (magazine advertisements and the advertising banner), people will come to the shop and later tell about the positive shopping experience they have had on the site to their friends. An advertising banner's life cycle was considered to be one season (three months) at a time.

4.17.5 Regional marketing

A major part of the case company's attention is directed towards regional marketing, which is the main segment. Wider regional marketing is very important to gain more customers for the shop. The marketing is implemented in local newspapers such as Hämeen Sanomat and Hämeenlinnan Kaupunkiutiset and by using the advertising banner on the outer wall of the shop building as an advertisement tabloid to gain more visibility. In addition, radio adver-

tisements can be considered later in the process. The advertising banner on the case company's wall will bring additional value to the existing advertising plan of the case company.

4.17.6 Market needs

The case company offers a variety of shoe brands and some other products to individual customers, companies, and communities in Hämeenlinna and after the implemented location strategy, the supply will be offered in other cities. The objective is to provide the following marketing benefits to the customers: the supply of Kenkä-Oscar Ltd. is extensive and thus the case company objective is to provide desired brands and goods for its customers. Most customers come to the shop looking for shoes to wear daily in winter, spring, summer or fall. The customer need is to acquire the right size or right kind of shoes, especially if they have some problems, for example distended bone or swollen feet, in that area. They are trying to find the solution to continue their daily lives with less pain and limitations caused by their feet. In these service situations the sales-force's expertise significantly appears. The case company's objective is to provide caring and specialized service to its customers. Through centralizing the warehouse and the shop locations close together, the case company will be able to reduce the total cost from the end user. This also increases efficiency in the sales. The case company thus attempts to reduce the total costs and prices.

4.17.7 The budget

Kenkä-Oscar's turnover for the year 2008 was €818 000. The change from the year 2007 was + 20.10% while the objective is to achieve turnover figures similar to those earlier this millennium at the years 2003 to 2005. At those years the turnover rate was over €1 000 000. The sum that the case company has for marketing purposes is partly or totally from outside (sponsorships) for this advertising banner's purposes. A budget needed for the summer season 2010 is the total costs of the advertising banner. In addition, other marketing costs, such as newspapers advertisements, can be shared and divided with the manufacturers (sponsors).

4.17.8 Expenditure specification for Kenkä-Oscar Ltd., summer season 2010

Conditions for payment are that all the prices are paid with no value-added tax expenses (0%). The invoice is due to pay within fourteen (14) days and the interest on delayed payments is thirteen (13) percent. The prices are as follows:

Ad location, size and price for the advertising banner, are:	
Length 50 cm / max height 100 cm	price 100€
Length 100 cm / max height 150 cm	price 240€
Length 200 cm / max height 300 cm	price 960€
Length 250 cm / max height 400 cm	price 1600€
Length 250 cm / max height 500 cm	price 2000€
Entire banner with sole rights	price 2000€

Table 4: Alleged ad location, size and price for the advertising banner

A length of a contract of advertisement locations is always an entire season (one quarter). Kenkä-Oscar Ltd. will take care of the advertising banner manufacturing process (that is included in the price) after a customer has delivered product pictures and logo via e-mail. If so wanted, the advertisements and logos will also appear in the sales-forces work-attire, for example in their case company sponsored T-shirts or cardigans. Sponsoring parties have the possibility to promote their products and make sales in Kenkä-Oscar's shop facilities by offering their own sales-force and products or by creating a commission account while using K-O's sales-force.

4.18 Analysis

As a part of a research, the current, effective marketing law was examined and thus the juridical section of the thesis was answered.

For a future strategy, the case company's CEO was interviewed and the future plan was outlined to be a new location in addition to the existing shop facility. For this purpose, a month long pop-up shop concept was piloted in two chosen locations. The most suitable location was selected based on the research results: both numerical data as well as empirical data. The most suitable location is a commercial centre Columbus in Vuosaari district, Helsinki. The new shop and its business started there on 6th of April 2010.

The advertising plan was completed for Hämeenlinna facility's purposes. The concept was an advertising banner and the basis of this banner has been created. The final outcome will be revealed at June 2010 when it will be clear who the companies or manufacturers are that will sponsor the case company and its concept. A letter offer will be presented to possible sponsors in the near future, latest on May 2010, which will expectantly attract them to join the campaign. The letter offer is attached as an attachment to this thesis.

The operational leaflet was needed in this case company because the company did not have an operational manual before. The operational leaflet acts as a valuable addition to the operational manual; both are presented as attachments to this thesis. The original versions of these are in Finnish and both of the manuals have been translated into English from their relevant sections. Both, the manual and the leaflet are designed for daily use of the case company's current employees. After launching the new shop in Vuosaari, Helsinki, the company will probably need new employees and thus a further necessity for the operational manual and operational leaflet may emerge.

5 Conclusions

5.1 Study findings

It soon became apparent to the researcher what the company's future visions are and thus the need for a research was determined. Initially, the need for a research had to be proven to the CEO of the case company, but after the inclusive study of the current laws affecting marketing and advertising and the creation of operational manual and operational leaflet, the CEO observed the usefulness of the research information as well. Market legislation was carefully taken into notice when planning the thesis's advertising banner. The study about the effective market law was also performed to receive accurate information for the company's current and future use.

When interviewing the case company's CEO, it became apparent that there will be a new location for the case company. Additionally, an Internet site would be suitable for the company and desirable by the manager but only to advertise the company and its existence at first. Later, when the CEO becomes more acquainted with the Internet and Internet sales, it can be tested and placed in the case company's strategic operational plan. Other business operating solutions for the company could be for example franchising, sponsorship, shop-in-shop, pop-up shops or trade shows and event marketing. From these the case company's CEO rejected the franchising, as this is not his desirable way to make business. For a future plan a pop-up-shop concept was selected to study which location is the most suitable for the case company's purposes. Sponsorship was selected to support the advertising banner that is designed to utilize for the case company's Hämeenlinna facility's advertising purposes. A shop-in-shop concept will be developed further later.

5.2 Managerial implications

This case company's business plan was last revised at 2006. After this research, the business plan has reached new aspects, and thus the company's CEO may revise the original business

plan again. As learned from the theory section, a business plan is an important tool for a company both in the establishment of a company as it is in the growth and development process of the company. At this point of the case company's lifeline, a business plan will act as a central improving tool for the company's operations. The aggregated instructions and rules from international self-regulation and Finland's legislation will be useful for the case company when it will in future design advertising or a marketing plan. The laws affecting marketing and advertising are useful information for any company that is planning to advertise its existence, its products, or services.

The operational manual and operational leaflet will act as a guideline to the company's current and future employees. It can be complemented in the future if additional written instruction needs are manifested. The leaflet is a tangible item that the current personnel can refer to when a prompt study at the company's daily operations is needed; the operational manual is more directed towards new employees, as it comprehends the basic information about the case company and employees' benefits and other useful long-term information. The Finnish version of the manual also comprehends the right usage of the cash register and other material that was not suitable to translate for this research paper.

5.3 Theoretical linkages

In this thesis, a short-term, specific, one-season advertising plan was created to accommodate the company's existing advertising plan for the Hämeenlinna facility's usage. Similar specific, detailed plan was presented by Berman & Evans (1997, 55) in the theory content of this thesis. As the company's management will participate for the final implementation of the advertising plan, the strategic marketing plan is then a combined approach of a bottom-up and a top-down design as presented by Berman & Evans (1997, 55).

Through the designed advertising banner, the commodities are presented for the consumers to attract and provoke consumption, as presented by Bergström & Leppänen (1997). At the same time, a competitive advantage is sought. At this designing phase, the marketing is directed to other businesses. The end product is directed towards consumers. As presented by Bly (1998, 8-9), consumers may not always need the product that is directed to them but in fact the need is created by the advertisement. As in all advertising, in this case, the "advertising is communication in paid-for media" as Malcolm McDonald sees it (McDonald 2007, 545). In this case study, the media place giver is the case company and the paying customer is either solely the sponsoring company or both together.

According to Philip Kotler (2005, 91-94), marketing campaigns that are designed to increase the interest of the consumer have two ways to act. In this case study, the collaborative

(sponsoring) company is using a strategy where media is not used, but the product is taken to the consumer's notice by other ways. Marketer has to deliberate the usefulness of the pictured advertisement and the extra value that it will bring to the company. In this campaign the case company is willing to take the collaborative company's product pictures and logo(s) for present them in an advertising banner on a good media place on the outer wall of the company building in Hämeenlinna to promote the brands or merchandise. In exchange, the collaborative company will sponsor the advertisement. (The marketing campaign operating way from Kotler 2005, 94). Another alternative strategy for companies would be a more straightforward marketing approach (Kotler 2005, 94), as presented earlier in this thesis. Monitoring, feedback, and control plans should be performed as future research for this case company to study this research's impacts. According to Laitinen (2007), as learned from the theory context, a market research should be performed after the advertising campaign to ensure effectiveness and value for money.

The choice of advertising media was easy to make as the case company has previous experience about similar advertising. Thus, the actual location for the advertising banner was in earlier advertising efforts found to be functioning and all the printing costs and the printout manufacturer were already in the company's expertise. The material that will be printed on the fabric will be carefully considered using expertise reached via the legislation research.

This thesis's reliability and validity was found to be trustworthy. According to Lotti (1998, 33) the latter indicates if the research measured the facts it is designed to. The location strategy was selected to be the main research study object as the case company's CEO wanted a second opinion on this matter. Additionally, the operational leaflet and operational manual, they have already proven to be informative and needed by the personnel. The research study findings benefits will appear after a longer time period and especially if new employees are acquainted to the occupation as a salesperson for shoes.

According to Lotti (1998, 33) reliability means that the research's results are stable or lasting. This research can be performed again and the results would still be the same: the location strategy was observed to be the best possible future strategy solution for the company and the empirical and the numerical data would still be similar if the research would be accomplished again. There was no or little coincidence influencing the research results; the customer feedback was more positive and plentiful from the Vuosaari location than from the Tampere location partly because of their physical location; the location in Tampere was on the underground floor with no windows whilst the Vuosaari location had large windows and was on the street floor. There were no coincidences in the numerical data: the rent for both of the locations would still be the same, the distance to either location is unchangeable, and the customer deviation and the quantity of purchases the customers make would be the

same, largely due to the previously mentioned locations. This thesis's trustworthiness could be evaluated with collateral or re-run measurements (Lotti, 33).

5.4 Future research challenges

Currently it is essential to have at least a company's contact information and a short story of its history and product categories presented on the Internet. In addition, basic information such as opening times, payment methods, and such could be mentioned. If Internet pages are created for this case company, it could in the future offer a service not only to the company's consumer customers but also to its sponsoring companies wherein their products and logos could be presented and represented in the case company's web pages. These web pages could provide accurate information in the form of pictures and short stories about the shoes and their features. Through an Internet, it is easier to access and reach new customers and even new customer segments. The assumption is that the Internet pages could have a massive impact on the case company's activities, especially if an Internet marketplace (Internet sales) would be established.

A research question that could be suitable for a following case study concerning this company could be the need for the Internet pages. After studying the suggested research question and establishing Internet pages for the case company, a study that would reveal the effects of the pages could follow. After the designed advertising banner is published and placed to its final location, the monitoring and controlling phase can begin. The effect of the advertising banner could be started to measure after its publishing and its influence to be measured for both short-term and long-term. This, combined with the effect of the newspaper advertisements, would be worth of a case study.

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Housing Transactions Act (Asuntokauppalaki 23.9.1994/843).

Law on National Consumer Administration (Laki kuluttajaneuvonnasta 5.12.2008/800).

Law on Consumer Products and Services Safety (Laki kulutustavaroiden ja kuluttajapalvelusten turvallisuudesta 30.1.2004/75).

Medicines Act (Lääkelaki 10.4.1987/395).

Package Travel Act (Valmismatkalaki 28.11.1994/1079).

Product Liability Act (Tuotevastuulaki 17.8.1990/694).

The Law of Real Estate Brokerage and Rental Apartments (Laki kiinteistöjen ja vuokrahuoneistojen välityksestä 15.12.2000/1074).

Other relevant rules

Decree on the National Consumer Administration (Asetus Kuluttajavirastosta 18.12.1998/1057).

Government Regulation of Consumer Products and Customer Services and the Information to be Delivered for the Consumer (Valtioneuvoston asetus kulutustavaroista ja kuluttajapalveluksista annettavista tiedoista 23.6.2004/613).

Government Regulation of the Marketing Information to be delivered in Housing (Valtioneuvoston asetus asuntojen markkinoinnissa annettavista tiedoista 15.2.2001/130).

Regulation of Consumer Goods Prices in the Marketing (Asetus kulutushyödykkeen hinnan ilmoittamisesta markkinoinnissa 30.12.1999/1359).

Operating manual's relevant www-pages

Ara, WWW-address: <http://www.ara-shoes.com/en/ara.html> or <http://www.walkingonacloud.com/xq/asp/ara/CategoryID.485/qx/Brand.htm>

Avec- Shoe Oy, WWW-address: <http://www.topman.fi/>

Crocks, WWW-address: <http://www.crocs.fi/>

Ecco, WWW-address: <http://www.ecco.com/fi/fi/index.jsp>

Gabor, WWW-address: <http://www.gabor.de/>

Högl, WWW-address: <http://www.hoegl.com/>

Janita Oy, WWW-address: <http://www.janita.fi/>

Jenny, WWW-address: <http://www.shoemaker.fi/brands.php?lBrandiTunniste=24> or <http://www.walkingonacloud.com/xq/asp/JennybyAra/CategoryID.702/qx/Brand.htm>

KangaROOS, WWW-address: <http://www.kangaroos.fi/?aid=9125369>

Karhu Nordic Ab, WWW-address: <http://karhu.com/fi/index.php?setlang=1>

Kuoma. Kuomiokoski Oy. WWW-address: <http://www.kuomiokoski.fi/>

Lloyd, WWW-address: <http://www.lloyd.de/>

MBT, WWW-address: <http://fi.swissmasai.fi/Default.aspx?lang=fi-FI>

Nokian Jalkineet, WWW-address: <http://www.nokianjalkineet.fi/>

Nokian jalkineet, WWW-address: <http://www.nokianfootwear.fi/jalleenmyyjat/?paikkakunta=H%25E4meenlinna&kategoria=ev eryday>, retrieved on 13.10.2009

Playboy-shoes, WWW-address: <http://www.playboy-shoes.com/>

Pomarfin Oy, WWW-address: <http://www.pomar.fi/>

Rieker, WWW-address: http://www.rieker.com/index.php?param=produkt_daten

Sievin Jalkine Oy, WWW-address: <http://www.sievinjalkine.fi/?sivu=3049>

Sievi <http://www.sievi.com/?sivu=2057>, retrieved on 13.10.2009.

Topman www-pages: http://www.topman.fi/In_English/Shoe_care/Nappa_leather_shoes and http://www.topman.fi/In_English/Shoe_care/Nubuck_and_suede_leather_shoes, retrieved on 15.10.2009.

Topman www-pages, retailers:

http://www.topman.fi/WebRoot/497880/Default_template.aspx?id=504637&DoSQL=1&Country=FIN&City=HÄMEENLINNA, retrieved on 13.10.2009.

Suomen Kumitehdas, WWW-address: <http://www.kumitehdas.fi/>

Superfit, WWW-address: <http://www.superfit.at/de/#5-kollektion>

Tuomikenkä, WWW-address:

http://www.yritysopas.com/tiedot/Kankaanpaa/Tuomi_Kenka_Ky/

Viking, WWW-address: <http://www.vikingfootwear.com/>

XTi, WWW-address: <http://www.xti.es/>

Nike, WWW-address:

http://shop.nike.com/index.jsp?country=FI&lang_locale=en_GB&ref=http://www.nike.com&sitesrc=EMEALP&l=shop,women#l=shop,pwp,c-300/hf-788+791/t-Footwear

Operating manual: unpublished sources

Kenkä-Oscar Ltd. 2006. Liiketoimintasuunnitelma. Hämeenlinna: Kenkä-Oscar Ltd.

Takala, P. 2007. Interview of the founder of the company, Mr. Pentti Takala. Hämeenlinna: Kenkä-Oscar Ltd.

Takala, P. Summer 2009. Interviews of the founder of the company, Mr. Pentti Takala. Hämeenlinna: Kenkä-Oscar Ltd.

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Appendices

An attachment 1: Operating manual

COMPANY'S CONTACT INFORMATION

Contact Info: CEO Pentti Takala, Tel: 03 6122 063
Hämeenlinna shop and office:
Lukiokatu 30, 13130 HÄMEENLINNA
tel: 03 6122 063
Fax: 03 6121525
Tuulos shop:
Pohjoistentie 70, 14810 TUULOS
tel: 03 6380505
WWW-address: [required](#)

Accountant: Pyydönniemi Kaarina Maria
tel:

PAYMENT TRANSACTIONS PHONE NUMBERS

Payment confirmation centre and contract numbers:

- ✓ All bankcards tel:
- ✓ Visa tel:
- ✓ Master Card tel:
- ✓ American Express tel:

- ✓ Bankcard/Visa card machine helpline tel:

ORDERING INFORMATION

Women

- ✓ Aino
 - Tel:
 - Manufacturer: Suomen Kumitehdas/
 - WWW-address: <http://www.kumitehdas.fi/>

- ✓ Ara
 - Tel:
 - Representative: Shoemaker
 - WWW-address: <http://www.ara-shoes.com/en/ara.html>
 - or
 - <http://www.walkingonacloud.com/xq.aspx/ara/Categor yID.485/qx/Brand.htm>

- ✓ Crocs
 - Tel:
 - Representative:
 - WWW-address: <http://www.crocs.fi/>

- ✓ Ecco
 - Tel:
 - Manufacturer: Ecco
 - WWW-address: <http://www.ecco.com/fi/fi/index.jsp>

- ✓ Gabor
 - Tel:
 - Representative:
 - WWW-address: <http://www.gabor.de/>

- ✓ Högl
 - Tel:
 - Representative:
 - WWW-address: <http://www.hoegl.com/>

- ✓ Janita
 - Tel:
 - Manufacturer: Janita Oy
 - WWW-address: <http://www.janita.fi/>

- ✓ Jenny
 - Tel:
 - Representative: Shoemaker
 - WWW-address:
<http://www.shoemaker.fi/brands.php?!BrandiTunniste=24> or
<http://www.walkingonacloud.com/xq/asp/JennybyAra/CategoryID.702/qx/Brand.htm>

- ✓ Kuoma
 - Tel:
 - Manufacturer: Kuomiokoski Oy
 - WWW-address: <http://www.kuomiokoski.fi/>

- ✓ MBT
 - Tel:
 - Representative:
 - WWW-address: <http://fi.swissmasai.fi/Default.aspx?lang=fi-FI>

- ✓ Nokian Jalkineet
 - Tel:
 - Manufacturer:
 - WWW-address: <http://www.nokianjalkineet.fi/>

- ✓ Pomarfin
 - Tel:
 - Manufacturer: Pomarfin Oy
 - WWW-address: <http://www.pomar.fi/>

- ✓ Rieker
 - Tel:
 - Representative: Shoemaker
 - WWW-address: http://www.rieker.com/index.php?param=produkt_date
[n](#)

- ✓ Sievi
 - Tel:
 - Manufacturer: Sievin Jalkine Oy
 - WWW-address: <http://www.sievinjalkine.fi/?sivu=3049>

- ✓ Tuomikenkä
- Tel:
- Manufacturer: Tuomikenkä Ky
- WWW-address: http://www.yritysoapas.com/tiedot/Kankaanpaa/TuomiKenka_Ky/

- ✓ Viking
- Tel:
- Representative:
- WWW-address: <http://www.vikingfootwear.com/>

- ✓ XTi
- Tel:
- Representative:
- WWW-address: <http://www.xti.es/>

Men

- ✓ Crocks
- Tel:
- Representative: Crocks Nordic Oy
- WWW-address: <http://www.crocs.fi/>

- ✓ Kuoma
- Tel:
- Manufacturer: Kuomiokoski Oy
- WWW-address: <http://www.kuomiokoski.fi/>

- ✓ Lloyd
- Tel:
- Representative:
- WWW-address: <http://www.lloyd.de/>

- ✓ MBT
- Tel:
- Representative:
- WWW-address: <http://fi.swissmasai.fi/Default.aspx?lang=fi-FI>

- ✓ Nokian Jalkineet
- Tel:
- Manufacturer:
- WWW-address: <http://www.nokianjalkineet.fi/>

- ✓ Playboy-shoes
- Tel:
- Representative:
- WWW-address: <http://www.playboy-shoes.com/>

- Pomarfin
- Tel:
- Manufacturer: Pomarfin Oy
- WWW-address: <http://www.pomar.fi/>

- ✓ Reino
 - Tel:
 - Manufacturer: Suomen Kumitehdas
 - WWW-address: <http://www.kumitehdas.fi/>
- ✓ Rieker
 - Tel:
 - Representative:
 - WWW-address: http://www.rieker.com/index.php?param=produkt_date
- ✓ Sievi
 - Tel:
 - Manufacturer: Sievin Jalkine Oy
 - WWW-address: <http://www.sievinjalkine.fi/?sivu=3049>
- ✓ Topman
 - Tel:
 - Representative: Avec-Shoe Oy
 - WWW-address: <http://www.topman.fi/>
- ✓ Viking
 - Tel:
 - Representative:
 - WWW-address: <http://www.vikingfootwear.com/>

Children

- ✓ KangaROOS
 - Tel:
 - Representative:
 - WWW-address: <http://www.kangaroos.fi/?aid=9125369>
- ✓ Kuoma
 - Tel:
 - Manufacturer: Kuomiokoski Oy
 - WWW-address: <http://www.kuomiokoski.fi/>
- ✓ Reino (small sizes)
 - Tel:
 - Manufacturer: Suomen Kumitehdas
 - WWW-address: <http://www.kumitehdas.fi/>
- ✓ Superfit
 - Tel:
 - Representative:
 - WWW-address: <http://www.superfit.at/de/#5-kollektion>

Sneakers

- ✓ KangaROOS
 - Tel:
 - Representative:
 - WWW-address: <http://www.kangaroos.fi/?aid=9125368>

- ✓ Karhu
 - Tel:
 - Representative: Karhu Nordic Ab
 - WWW-address: <http://karhu.com/fi/index.php?setlang=1>

- ✓ Nike
 - Tel:
 - Representative:
 - WWW-address: http://shop.nike.com/index.jsp?country=FI&lang_locale=en_GB&ref=http://www.nike.com&sitesrc=EEMALP&l=shop,women#l=shop,pwp,c-300/hf-788+791/t-Footwear

THE COMPANY

Kenkä-Oscar Ltd. is a retail shop offering especially beautiful and practical leather shoes to customers at every age. Kenkä-Oscar Ltd. sells goods like ladies, men and children shoes, bags, leather belts, leather gloves and also ornaments for the house. Moreover, there are antiques, furniture, oil paintings and oriental carpets. (Takala 2009).

KENKÄ- OSCAR SHOPS

Our sales work is mainly made in our shops at Hämeenlinna and Tuulos, but we also participate on PR events. Address of the company: Lukiokatu 30, 13130 Hämeenlinna (main office/shop), Pohjoistentie 70, 14810 TUULOS, (second shop). (Takala 2009).

PHYSICAL SETTINGS

Kenkä-Oscar Ltd. has spaces on rental as well as in their own possession. The ownership is selected according to where the business location is and how long the company has planned to work in that location. Marketing and population are key issues here as well. (Takala 2009).

BRIEF HISTORY

1979 Home base

Pentti Takala completes his commercial pilot career, shortly after returning from UN peace force in Cyprus. Thereafter, he returns to his family, this time making Rauma his home and the base of his latest business concept. Kenkä-Oscar Lpc. is founded. (Takala 2009).

1980 The early days

Kenkä-Oscar is taken to new locations: Hämeenlinna has its own shop opened on year 1980. (Takala, P. 2006. Kenkä- Oscar: liike-toimintasuunnitelma. 1). The owner moves to the new location and his family grows by one after the birth of his daughter on year 1981. To widen the operations of Kenkä-Oscar Ltd. was a daily-product selling market called Oscar-Market Ltd. opened up on 1985. (Takala 2007).

1990 - 1999 Expansion

By 1989, the company prospers. Over the course of the next 10 years, 8 shops operate under the trade name Kenkä-Oscar Lpc. and 2 under the name Oscar-Market Ltd. Locations were in the axis from Kankaanpää and Rauma to Helsinki. (Kenkä-Oscar Ltd. 2006, 1).

2000 - 2006 Reducing

The operations were reduced due to logistics and the manager's want to concentrate only to the core business of the company (Kenkä-Oscar Ltd. 2006, 1).

2007 - 2008

The shop was reopened into Riihimäki due to the numerous initiatives from customer's side (Takala 2007).

PRESENT DAY

2008-2009

Today Kenkä-Oscar is gracing customer needs in Hämeenlinna and Tuulos (Takala 2009).

Strategic planning and evaluating of the core business and competencies has been needed on the company's 28 years path. "The treasure is not only the journey's end; the process itself is the reward" says the general manager, and that has been the leading motto of the company. The teachings in the way made it survive through the recession until today. (Takala 2007 & 2009).

MISSION

Kenkä-Oscar Ltd. is Finnish company that has a long-term history in shoe-retailing business. We specialize in to providing high-quality leather footwear, leather goods and accessories. Additionally the practicality of the shoe is in high priority due day by day older getting generation's special needs. Our specialty is large shoe sizes that are represented up to 45 for women and 52 for men in European sizes and tailored leather shoes that can be manufactured solely to one customer. (Takala 2009).

The brands that we are representing, is known to pay close attention to detail and to fine craftsmanship. Kenkä-Oscar Ltd. is dedicated to bring customers both high-quality and total customer service through our proficient personnel. Our personnel are well trained to their job and they are proud to work at us. Quality service comes naturally to them. (Takala 2009).

VISION

At Kenkä-Oscar it is all about people whether it is the personnel of the company or its customers or bystanders. Our vision is to be the best on the field in our own segment. The meaning is to fulfil the promise that has been set to a client and thus make the company successful business. In the company's culture our vision

comes true. We make people feel good and healthier, through the products and the service provided everyday. The company and its employees are dedicated to provide total customer service. Our vision is also to constant striving towards even better value-adding service. (Takala 2009).

VALUES

Company values are its all aged customers and personnel. Company honours individuality and values very different kinds of people and their needs as seen from its wide product categories. (Takala 2009).

BUSINESS CONCEPT

The business concept in a nut shell is to sell quality products and focus on healthiness. The objective is to provide the customers extra services with high-quality as well as the best items on the accessories and furniture market. (Takala 2009).

BASIC CONCEPT

The basic concept of Kenkä-Oscar Ltd. is to bring out and emphasize the joy of exercise also on the more mature and grown-up age and to provide tools for it (Takala 2009).

CORE PROCESS

Core process is a chain of activities that delivers value to external customers. These processes interact with external customers and built relationships with them thus developing new services and products. In Kenkä-Oscar Ltd. the core process includes such activities as customer relationship process, new service development process and new product ordering process. After that comes order fulfilment and supplier relationship process. (Takala 2009).

CUSTOMER SERVICE

Customer service is an important part in every business and it needs to work well. In Kenkä-Oscar the customer service in the shops is working very well as the personal is motivated in their work and want to serve the customers in the best possible way. Customer service has always been an important part of the Kenkä-Oscars business concept and also because of that it needs to be handled excellent. (Takala 2009).

What makes you a successful sales person for Kenkä-Oscar Ltd.

We at Kenkä-Oscar Ltd. encourage individual personalities as we all are unique and at our best when we can be ourselves. We invite you to seize a brisk attitude towards each day you will experience at our company. Welcome to the crew! (Takala 2009).

The right attitude

Do you have the winning attitude in you? We are happy to welcome an enthusiastic and devoted people to be our salesperson in our magnificent team at Kenkä-Oscar Ltd.! (Takala 2009).

We are looking from you:

- ✓ the right spirit to make the sales
- ✓ natural intercommunication with others
- ✓ team- and interaction skills
- ✓ quick-witted communication skills
- ✓ positive attitude
- ✓ eagerness to learn and participate
- ✓ you don't have to be perfect right away; we will train you to be the best (Takala 2009).

The best attitude is a brisk stance towards work in our company. When your attitude is positive towards the work, it will show through your work to the customers. Thus, you and the customer will enjoy the stay with us more. Once again, welcome! (Takala 2009).

Learning by asking

We believe here at K-O that openness is the key to all learning. Thus, if you need more information about the task you are about to do, do not hesitate to ask from your colleagues or the manager about it. It is better if you ask and learn to do it the right way from the beginning than to do something that you are uncertain of. This we believe creates a nice working environment with magnificent and helpful colleagues. (Takala 2009).

Training

Here at Kenkä-Oscar Ltd. we want to get the best potential out of our employees by providing you a team building activities and professional skills training on monthly basis. We want to offer you full training to the tasks required in your position. (Takala 2009).

Working hours

Working hours are flexible as we try to agree with you the days and hours you want to work and the times that you would rather have as a free time. As there are many of you working here, it is natural that not all the wishes can be granted, but we will try our best if you just come forward of what is that you need. (Takala 2009).

Salary

The salary is build from basic salary according to TES requirements. Your years of experience will effect to the basic amount according to the table presented in TES instructions, available in each of our shops. (See behind the cash register). (Takala 2009).

Benefits

We want to offer you splendid job with magnificent benefits, such as **% off from normal priced products and **% from sales products, so that the total amount of discount rate % is maximum of **%. The discounted price (crew discount) applies to you and your family member, i.e. those living in the same household. (Takala 2009).

The right attire

We don't have matching clothing in our shop as we believe that everybody is their own personality and is entitled to dress according to that. We however do expect that you dress up with smart clothes such as a sweater or a dress shirt and jeans or straight lined pants. You should put on nothing too fancy because your outfit can get dirty while getting shoes from the attics or setting them to shelves from their boxes. The company may require You to dress up into a sponsoring party's logo T-shirts for a certain period of time (campaign time). The company will inform You from this before hand and acquire the required clothing on Your behalf. (Takala 2009).

K-O provides to its employees ** pair of shoes per calendar year for free and others on discounted prices. This is why we expect You to wear quality shoes that are also sold in K-O and that you keep your shoes clean from their surface. Shoes play an important part in our business, so this requirement is understandable. (Takala 2009).

THE NEED OF THE CUSTOMER

The supply of Kenkä-Oscar Ltd. is wide. Most customers come to the shop to look for shoes to wear daily on winter, spring, summer or fall. Customer need is to find the right size for shoes or right kinds of shoes if they have some problems, for example distended bone or swollen feet, on that area. They are trying to find the solution to carry on their daily lives with less pain and limitations caused by their feet. This is where your expertise as our salesperson comes out really important. Some of the customers are also trying to find shoes that they can wear with some certain sport activity they take an interest in or then they are trying to find something especially gorgeous to wear on in parties. (Takala 2009).

SEGMENTS

The main customer groups are divided into five (5) different segments according to their phase of life. These are:

- ✓ pensioners
- ✓ working population, middle-aged, both sexes
- ✓ women aged 15 to 30, 31+
- ✓ children aged 3 to 7
- ✓ people taking an interest of different kind of sports over their leisure time. (Takala 2009).

PRODUCTS

Variety of shoes in Kenkä-Oscar Ltd. is wide but the main focus is on health shoes, walking- and high- heeled celebration shoes or stilettos as well as training shoes (leather dancing shoes, indoor activities with white sole) and sneakers (Takala 2009).

SPECIALITIES

The specialities of Kenkä-Oscar Ltd. are shoemaker services, large sizes in the shoes and possibility to make adjusted shoes to fit exactly to the buyers' feet (Takala 2009).

Kenkä-Oscar Ltd.'s product categories

Shoes
Bags
Belts
Wallets
Leather gloves -> Sakari Sauso, Liisa Sauso, Sebaco, Mutka
Carpets
Antiques
Furniture
Oil paintings

Represented models and designs in shoes

Aino
Ara
Crocks
Ecco
Gabor
Högl
Janita
Jenny
KangaROOS
Karhu
Kuoma
Lloyd
MBT
Network
Nike
Nokian Jalkineet,
<http://www.nokianfootwear.fi/jalleenmyyjat/?paikkakunta=H%25E4meenlinna&kategoria=everyday>
Reino
Rieker
Playboy- shoes
Pippi- skor
Pomar
Pomarfin
Sievi, <http://www.sievi.com/?sivu=2057>
Strollers
Superfit
Tintti
Topman,
http://www.topman.fi/WebRoot/497880/Default_template.aspx?id=504637&DoSQL=1&Country=FIN&City=HÄMEENLINNA
Trash
Tuomikenkä
Vagabond
Viking
XTi

MATERIALS

Leather-Nappa leather

Ox, cheep, goat, male goat, water goat

✓ Most common material for leather shoe

- ✓ Leather shoe can be felt and known from its leather scent when its new

CARE INSTRUCTIONS

- ✓ Leather should be kept clean and dry
- ✓ Shoe wax is recommended (colorless or with similar color as in shoes)
- ✓ Shoe wax should be spread thickly between the outer sole and the upper sole to a clean and dry surface. Use of sponge or soft brush and round hand movements are recommended.
- ✓ Some traditional substances or waxes has to be left to dry from few minutes to 20 minutes (read the instructions from the bottles). After suitable waiting time the surface must be polished with a soft woolen, flannel or cotton cloth.
- ✓ If customer wants even better moisture protection or shoe shape resistance, leather cream or spray (impregnating agent spray) can be used
- ✓ To prevent the salt lines - same as above
- ✓ Cold isolation - same as above (also insoles help)
- ✓ Dirt should be wiped off as soon as possible (shoe brush, damp cloth) (care instructions from Topman www-pages, others by Takala 2009).

Leather -Nubuck and suede

- ✓ Nubuck is treated leather
- ✓ Nubuck is made from cheep, veal or reindeer (skin)
- ✓ Suede is leather that is turned inside out
- ✓ Suede is made from cheep, veal or reindeer or in addition from pig, moose or reindeer

CARE INSTRUCTIONS

- ✓ Surface should be sprayed with impregnating agent spray or protecting liquid instantly as the shoes are new (you can do this at shop, too as part of good customer service, but remember to do it outside)
- ✓ Remind the customer that this should be repeated every now and then
- ✓ Surface must be brushed often with suede rubber or brush to remove dirt and dust
- ✓ Mud stains must let to dry first and then brush them off
- ✓ Old and worn suede surface can be brought alive by the metal bristles of the suede brush by brushing quite hard to open the surface again as fluffy (even fine sand paper can be used, remember to be careful)
- ✓ Worn color can be renewed with colored conditioner spray (care instructions from Topman www-pages, others by Takala 2009).

All-weather material

Synthetic material, coagulated polyurethane

- ✓ Has all good qualities of leather: warm, breathable, tolerates cold and frost
- ✓ It also repels moist and dirt and it is light to wear

CARE INSTRUCTIONS

- ✓ Easy to take care of: wipe off dirt with moist cloth
- ✓ No need for shoe conditioners. (Takala 2009).

Leatherette

- ✓ Looks like real leather, but it is not that
- ✓ No scent as in leather shoe
- ✓ You can look up from the marks put inside or to the sole of the shoe more about wherefrom its made
- ✓ Doesn't breath (Should not be worn too often because of that)
- ✓ Cheap material, not very durable for dints or frost

CARE INSTRUCTIONS

- ✓ Wipe off dirt with moist cloth (including neutral detergent lotion)
- ✓ Woly Combi proper-protector foam can be used for cleaning, taking care of and impregnating. (Takala 2009).

Fabrics

- ✓ Cheap material, not very warm
- ✓ does not hold water

CARE INSTRUCTIONS

- ✓ Wipe off dirt with moist cloth (including neutral detergent lotion)
- ✓ Woly Combi proper- protector foam can be used for cleaning, taking care of and impregnating. (Takala 2009).

Other information

Headings such as using the register, opening the register, cash sales, bankcard sales, paying with a bankcard with or without a chip, credit card sales, paying with a credit card with or without a chip and such are abandoned from this thesis and they are only available in the Finnish version. Also headings such as Combining more than one payment methods, Taking the daily sales reports, Closing the register, Errors, Errors in cash sales before taking the receipt, Errors in cash sales after taking the receipt, Errors in bankcard sales and Errors in credit card sales are abandoned due to their private nature and weak relevancy to this study. In general, there are two ways to take the money reimbursement from a client: cash register and bank-/ credit card machine. Yet all the sales must be entered to the cash register, too. The accepted bankcards are all Finnish bankcards mobilized by Finnish banks, such as Sampopankki, Osuuspankki, Säästöpankki and Nordea. Visa electron is also accepted. Furthermore accepted credit cards are the most popular credit card types such as Visa, Mastercard and American Express.

There is also a possibility to purchase a gift card from Kenkä-Oscar Ltd. The amounts on that card are varying from ten to 500

Euros and one card is valid for a year with a possibility to renew it.

Reclamations

Customer service is always important, especially on those situations that something have gone wrong.

When the shop receives the product from the supplier, employees must check that the products are faultless. This means that the product is according to the order and all the characteristics in it are in place. This procedure is done because we do not want to let those unsatisfactory items to get to the customer as mistakes can have happened during the manufacturing process or transportation process (Takala 2009).

It is also important to check that the pairs of shoes are identical and that there are both, left and right foot, footwear in the box (Takala 2009).

In case there is any problem in the product it is important that the personnel in the shop notices it before the product goes to the customer. The faulty product will then be sent back to the supplier who will repair or replace it. (Takala 2009).

Sending faulty products back to the suppliers as soon as possible is for both suppliers and shops advantage. In this way the supplier can control the quality and avoid even bigger damages in the products. The shop on its part can keep the customer satisfied with good products which helps in keeping customers loyal to the company. (Takala 2009).

If the product has gone to the customer and there has been a problem after using it, customer will usually take it back to the company. Thus, we have the following instructions for these situations. These instructions such as changing the product to customer (if not worn), sending the product to the factory for repair and sending the product to a shoemaker for repair are abandoned from this presentation. (Takala 2009).

An attachment 2: An offer letter to possible co-operative companies

Honoured receiver,

We are a business-to-consumer selling company, operating on shoe selling business in both Hämeenlinna and Helsinki.

We are looking for marketing co-operatives. We offer You a possibility to be involved on the summer season 2010. The best way to exploit the cooperation is to bring Your product photos and logo to our use in an advertising banner that will be posted on the wall of our shop facility in Hämeenlinna.

Our company will offer You:

- ✓ VIP-visibility,
- ✓ Your logos in our selling teams T-shirts,
- ✓ and actual marketing data from teams' activity and sales in the shop in Hämeenlinna, information about the specific requests of the customers and the demand.

We hope to hear from You soon. We are confident that we are able to arrange to You as well as to Your company an unforgettable experience and visibility!

We are more than happy to join the table with You and discuss about the matter more.

We hope that You will find our offer as an interesting opportunity to You and Your Company.

Sincerely,
Team Kenkä-Oscar Ltd.
Pentti Takala
Heidi Listenmaa
Skilled salesforce

An attachment 3: An operation leaflet



The task:	How to do it?	When?	Where?	Who is responsible?
Opening and closing the shop and gates				
Opening the gates	Use the gate key you have designated to carry with you	10 minutes before opening time	At both ends of the shop building	Everybody (morning shift)
Opening the shop doors	Use the shop key you have designated to carry with you	5 minutes before opening time	At the front door	Everybody (morning shift)
Alarms	Disarm the alarms	5 minutes before opening time	Designated areas	Everybody (morning shift)
Opening the shop	Turn on the lights, radio, open doors	5 minutes before opening time	Shop building and attics	Everybody
Closing the shop	Close street doors, check that there are no customers inside, close doors inside, turn off the lights, radio, coffeemaker etc., set the alarms, close the front door	After closing time	Shop building and attics, warehouse, office	Everybody (evening shift)
Closing the gates	Use the gate key you have designated to carry with you	After closing time	At both ends of the shop building	Everybody (evening shift)
Cash register				
Base cash	Set base cash to its place, count its amount, write down the amount to the base cash notebook, put on the date and	5 minutes before opening time	Shop	Responsible person

	your signature/initials			
Cash register rules	Follow as instructed in the machine manual, ask help if needed	All the time when opening or operated the cash register	Shop	Responsible person
Change	Cash register paper, small change, etc.	After closing time or if needed	Shop	Responsible person
Keeping the cash register area clean	Shoe boxes to the cardboard room, sort out silk paper and plastic to its own place	When needed and consistently when changing the shift	Shop	Everybody
Requirement				
Cash register /floor work	Please work at the cash register when needed, otherwise on the floor	Anytime	Shop, attics, warehouse	Everybody
Floor /parquet work	Active selling and customer service	Anytime	Shop	Everybody
Customer service	Active, friendly, listening, assisting Customers are at the first place at all times	As soon as customer comes in All times	Shop	Everybody
Filling up shelves, cleaning	Pick up new shoes from the attics, unload, clean up with the equipment offered	When it is possible without disturbing customer work	Shop, attics, warehouse	Everybody
Customer feedback	Listen/receive customer feedback	Anytime	Shop	Everybody
Reclamations	Listen for the customer, try to clear the situation, send /handle the shoe as instructed remember to ask the receipt	When required	Shop /cash register	Responsible person
Welcome	Welcome all the customers and colleagues coming to the shop, attend the customer, look in to the eyes	All the time	Shop	Everybody
Service	Help the customer, give advices, listen, measure children's feet, MBT shoe size chart	All the time	Shop	Everybody
Telephone calls- incoming calls	When the telephone rings, you answer first the shop name, then yours, adding "How may I help you"? - Search help if needed	At all times	Shop/ Cash register	Everybody

Telephone calls- outside	To call a customer, present again the company you are calling from, then yourself and the matter you are calling about. No personal calls are allowed from company phone	At all times	Shop/ cash register	Everybody
Campaigns				
Campaign products display- front door	Put all the campaign products to the tables next to the front door, set them appealingly	When there is a new commercial or campaign coming out	Shop	Everybody
Campaign product display- shelves	Put all the campaign products to the shelves to the eye height from a standing customer	When there is a new commercial or campaign coming out	Shop	Everybody
Give Away Products i.e. GWP's	Put required amount of GWP's behind the cash register	When there is a new commercial or campaign coming out	Cash register	Everybody
Campaign information to cash register	Campaign /commercial material to the cash register table, one facing customers and one facing personnel	Every Mondays and Thursdays after releasing the advertisement	Cash register	Everybody
Campaign information to front door	Campaign /commercial material to the front door, one to the window (attach with tape and inside, add facing outside) and two to each side of the standing displays (3*)	Every Mondays and Thursdays after releasing the advertisement	Front door and outside, next to each enter points	Everybody
Special campaigns or activities	Program in the shop, for example sales counsels	As planned	Shop	Everybody
Campaign feedback	Report observations about campaign to the manager	After campaign or before if needed	(Friday's) meeting or via telephone	Everybody /store manager
Supply				
Storerooms	Hold the tidiness and discipline	At all times	attics, warehouse, garbage room	Everybody
Backfill	Backfill shelves and racks	On quiet times, every day	Shop	Everybody
Instructions to backfill	Campaign products to eye height of an average	At all times	Shop, attics,	Everybody

	customer, boots to the lower shelves,		warehouse	
	high-heeled shoes to the upper shelves. Always			
	products put together according to their category:			
	sneakers, boots, sandals, stiletto heels etc. and			
	also according to colour and sex (men, women,			
	children), all separate			
Plastic bags	Refill all three sizes	When needed, check in evening	Cash register	Everybody
Ordering	Ordering is made by the shop manager or	When new seasons are out	Shop /office	Shop assistants,
	general manager. Ordering list is collected	(fall season is ordered in on spring)	(remember to check	Shop manager,
	and suggested by shop assistants, but the	or when additional order is in	attics and warehouse	General manager
	actual order is made as indicated above.	place	first)	
	The list is behind the cash register, marked as			
	"Shortage list"			
Cleaning				
Vacuuming, washing the floors,	With the equipment provided in the	When needed or once a day	Shop, front door	Everybody
wiping off dust	cleaning room. Cleaning important especially			
	from the front door carpet and floor, dust			
	from the shelves and shoes			
Garbage	Always put cardboard boxes separately,	When needed or once a day	Shop, attics, warehouse, yard	Everybody
	silk papers separately,			
	plastics separately,			
	packing tapes and strings separately and			
	bio waste and mixed waste separately to their			
	designated areas in shop and later outside			
Breaks				
Coffee breaks	According to TES	Rotation, depending on situation	staff room, kitchen	Everybody
		On quiet times, every day	or outside	

Lunch breaks	According to TES	Rotation, depending on situation	staff room, kitchen or outside	Everybody
Smoking	Outside where the smoking area is, this is the only acceptable location	During breaks	Outside, not next to customers	Everybody
Working hours				
Working hours	As agreed in employment contract	According to schedule	Designated shop and area	Everybody
Wishes	You can make wishes or suggestions for your working days and hours latest three days prior to roster publishing	latest at three days prior the publishing	via telephone or Email /mail to the HRM or general manager	Everybody
Roster	Comes out every three weeks, two weeks before the list starts	Wk 1, Wk 3, Wk 6, Wk 9...	Information board at staff room, email to everyone involved	Everybody
Sick days	Phone in that you are sick as soon as possible. Then go to a doctor to get help and to get a medical certificate and mail it to HRM/ general manager as soon as possible to get the right amount of salary	When sick and needed a time off from work because of it	Via mail/ bring in to HRM or general manager	Everybody
Information				
Info about meetings- campaigns, new adds, happenings, weeks result, customer feedback	There is a Friday meeting held on every Friday where in the campaigns, advertisements etc. are discussed about. As it is not possible for everyone to be present that day, there will be a memo of the meeting on the staffs note board starting from following Saturday. It is required that the ones not present on that meeting will look upon that memo. Also personnel who was	The following Saturday when the meeting has been held.	At the staff rooms info board	Everybody

	on that meeting, are responsible to inform others about what came out or where			
	decided			
Sales consuls	We try to have sales consuls coming over every month. They will instruct the personnel and customers at the shop	When agreed with personnel and sales consul	In shop	Salespersons, shop manager, general manager
Training	*Sales consul coming over, usually 1-2 hours before shop opening: training for personnel	When agreed with personnel and others involved	Inside our shop or outside in some	Salespersons, Shop manager,
	*training: exchanging ideas and sales techniques within our personnel: once a month		shoe manufacturer, shoe dealer or	General manager
	*training: external: outside to some shoe manufacturer or dealer, once in two months		training centre	
Indicators	Collected information from adds and certain campaign products-indicators made after the campaign, presented to the personnel in every month	At the end of every month, in the Friday's meeting	Friday's meeting	Shop manager, General manager
Sales competitions	There is a possibility to arrange sales competitions between salespersons or against our company and other companies for certain shoe pointed by a dealer	Certain campaign time	In shop	Salespersons, Shop manager, general manager
Ideas	Ideas are widely valued and appreciated so do not hesitate to contact the shop or general manager about it	Anytime, Friday's meeting preferred	In shop/office	Everybody
Security				
Security- thieves	According to instructions and rehearsals Call the police 112 in all cases	When you, customers or company possessions are at risk	In shop/office/ outside	Everybody
Security- angry and defiant people	According to instructions and rehearsals Call the police 112 if needed, don't take risks	When you, customers or company possessions are at risk	In shop/office/ outside	Everybody

Security- fire and flood	According to instructions and rehearsals	When you, customers or company possessions are at risk	In shop/office/ outside	Everybody
Security- snow and ice on the ground	Put on the warning signs and gates, put down the crushed stone, call the maintenance	When you, customers or bystanders are at risk	Outside	Everybody, shop and general manager
Security- snow and ice on the roof	Put on the warning signs and gates, alert maintenance group to come and get the danger away safely	When you, customers or bystanders are at risk	Outside	Everybody, Shop manager, General manager