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A BASE FOR MARKETING PLAN FOR NIUVA CANTEEN

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<p>Abstract</p> <p>This thesis discusses what is marketing in the 21st century with the objective to create a suggestion for a marketing plan for the case company Niuva Canteen, a café located in Kuopio.</p> <p>The theoretical framework focuses on what is marketing in general and opens the key points and factors in marketing that are relevant to this case. Social media marketing, which plays a central role in current business operations, is also described in this thesis. The main analysing tools for measuring the effectiveness of marketing are presented. The thesis also takes a look at what is advertising and how it differs from marketing and how advertising is implemented at present.</p> <p>The current situation of the case company, Niuva canteen, is presented along with the cafe's main competitors from Kuopio area. The main analyses are made for the company and based on the information an ideal customer is presented for the company.</p>			
<p>Keywords</p> <p>Marketing, plan, advertising, canteen, café, analysis</p>			

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1 INTRODUCTION

Said by an American author, entrepreneur and marketer Seth Godin "marketing is no longer about the stuff that you make, but about the stories you tell", the marketing platform has changed rapidly as digitalization has taken over the World. In the modern World that we live in, marketing is a crucial part of companies' business operations and includes a number of activities such as public relations, advertising, sales promotions, pricing the services correctly as well as handling social media and constantly communicating with your customers and target group. (Egan, 2018).

The thesis aims to set a base for an efficient marketing plan for the case company. The company in question is a business-to-consumer café located in a mental state hospital in Kuopio Finland and is looking for possible customers from all over Kuopio. The café offers the obvious café products as well as small groceries, chips, candy treats, lunch and take out meals. One of the tasks was also to map out the possible target group for the company and present the costs of the marketing plan along with a marketing project.

The resources of the case company are quite limited as there is a small amount of personnel and social media platforms or actual marketing is not familiar. One goal is to reach out and help the case company find its potential in the marketing possibilities and find a suitable way for them to start the marketing process in general.

One target of the marketing plan is to make the case company known in the Kuopio area. Even though the company has a long history, it is mainly set in its old ways and has not actively been looking for new customers. The thesis aims to help the case company on showing its potential and expanding the customer base. The café markets in Kuopio are quite competitive and the case company is located in an area where consumers not specifically go that much so this creates a challenge from a marketing perspective.

The thesis aims to produce a base for a working and practical marketing plan for Niuva canteen which was established in 1978. The target market of Niuva canteen is mostly consisted of the patients and personnel of Niuvanniemi hospital, a state mental hospital located in Kuopio, Finland. However, by producing a marketing plan, the canteen aims to represent itself also for other customers across Kuopio city.

The thesis considers a selected target market in Kuopio area as well as the resources of the Niuva canteen. The main goal of the marketing plan in question is to raise knowledge and awareness of Niuva canteen and also the variety of goods it offers for its customers. Even though the business is steady and the customer base is regular, Niuva canteen is looking for more opportunities to grow the customer base and to be seen as a possible café and deli option for others than hospital patients and personnel.

2 MARKETING

Marketing is all around us: nowadays it is such a natural part of every-day life and so obvious that at times we do not even pay attention to it. American Marketing Association (AMA) defines marketing as follows "marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large". At the very heart of marketing thinking and practice is to create customer value and satisfaction. (Kotler & Burton et. al., 2013, 4-6.)

As we consider marketing as a **process**, it is consisted of many different aspects such as building **customer relationships** and satisfying **customer needs** by providing those goods and services the possible customer is looking for. Marketing cannot be started or executed without proper research as it is essential in the matters of building and holding on to a valuable relationship with the customers in question. Marketing is consisted of social interactions and decisions between the marketer and the target group. The customer and the target group need to be researched in order to provide such goods or services the customer is looking for and to be able to meet the needs, quality and price the customer wants and accepts. (Kotler & Armstrong 2010, 29.)

Peter Drucker, an Austrian literature professor specialised in management, has stated that marketing is such a basic part of business that it cannot be considered as a separate function of business operations. Marketing is the whole business seen from the customer's point of view which is, to be exact, the final result of the business. Drucker has also said that "the aim of marketing is to make selling unnecessary". (Kotler & Burton et. al., 2013.)

Marketing is a process of many different aspects such as building customer relationships and satisfying customer needs. The main marketing actions are social interactions and decisions by the management. The practical process involves researching customer needs to develop the provided products to meet the needs, together with the quality that meets the price. Research is essential in order to gain relationship with the customer that will become valuable in return. (Kotler & Armstrong 2010, 29.)

The main focus of any kind of marketing is to reach out for the customers. Marketing as a whole is a combination of **product, price, distribution** and **marketing communications** (Anttila & Iltanen 2001, 12-15, 21). In order to start making marketing decisions inside a company, these aspects need to be understood. In order to build and maintain a well-working company, all company functions should be concentrated on fulfilling and gaining customer satisfaction: in case of both already existing as well as new customers. In order for the company to be able to make an influence on its customers by the means of marketing, the main tools are selecting the right products, pricing the products right, delivering the products correctly and using the right communication tools. (Hooley, Piercy & Nicoulaud 2008, 21.)

As a company strives to achieve successful and effective marketing actions, there are a few steps that should be followed:

- 1) Find out what the customer wants, requires and needs.
- 2) Take a look at your business and consider if your goods and services meet the requirements of the customer. If not, develop your business in a way that they meet the customers' needs.
- 3) Inform your customers and target group about your goods and services. You need to find the correct means to communicate with the customer through the right channels at the right time.
- 4) Satisfy the customer needs by making sure your goods and services provide the promised value for the customer.
- 5) In case you are successful with the first four steps, the last step is to keep following the customer satisfaction and responding to that by communicating with the customer in order to create a long-term relationship. (Kotler & Armstrong 2010, 29-30.)

As a company keeps up to its promises and follows the marketing strategy while constantly evolving by the needs of customers, it can achieve a level of trust from its customers where the actual selling is needless. As said earlier by Drucker, it is the very goal marketing. (Kotler & Burton et. al., 2013.)

2.1 Marketing mix: the four P's of marketing

Marketing mix is one of the most commonly used strategies as a company starts its marketing process. The four P's of marketing brings integral variables together in order to bring out ideal results for the company. The four variables, or the 4P's are: Product, place, price and promotion.

Product refers to the goods or services that the business provides for possible customers on the selected target market (segment). The company needs to have a clear idea of what it is selling for its target group and consider if it is appealing for the customers. The company also needs to make sure the goods or services are available and the personnel is ready to give the customers support with the products. (Acutt, 2017.)

Place is where the company is located or can also refer to distribution or ways of delivering goods to the customer. Place might also include the possible availability on the internet or way of logistics handled by the company. One needs to understand the strategy behind the positioning or place and make it work for the company. As Acutt states, placing one's company is basically "all about painting a beautiful picture of how you want your customers to view your product." (Acutt, 2017.)

The third P stands for price: as in the amount of money your customers have to pay for your goods or services. Setting a price is a careful process for small companies as the price cannot be too high but it also cannot be too low: some customers despise bargain prices as some of them are looking for bargaining. A company is allowed to make research of a suitable price for the service or good

before actually starting to sell it. The company also always needs to remember the taxation when it comes to pricing. (Acutt, 2017.)

The fourth and last P calls for promotion which is for the communication between the company and the customers. Promotion is consisted of various different methods such as direct marketing for the customer, promoting sales, advertising the company and its products and responding to consumers' questions as well as being available on the social media. When starting to promote one's business, one working way is to put yourself in the customer's shoes: look at how they see your business. Keep your target market motivated and interested about your company and let them know you are there for them. (Acutt, 2017.)

2.2 Advertising

One part of marketing is advertising. In 1986 Coulson-Thomas said that the role of advertising is to communicate with individuals, groups or organization and indirectly facilitate exchanges by informing and persuading one or more of the audience to accept an organizations's products. When doing marketing, the main task is to make people aware of the products and services the company offers and get people willing to buy these especially from them. When it comes to advertising, it can be considered as both good and bad because there are advantages and disadvantages in advertising.

Horner and Swarbooke (1996) have presented these advantages and disadvantages. They are presented in the table below.

Advantages	Disadvantages
Advertising is very flexible and a company can target a large audience or also a more precise market.	Can be expensive, especially if executed in television or printed media.
Cost-efficiency can be reached if the aim is to reach a large number of people at a low cost per person.	Difficult to monitor the effectiveness and reachability. Advertising is usually long-term.
The said message can be repeated regularly and as often as the company wants to. Audience can be reached via different media, like TV, outdoor advertising, magazines and internet.	

FIGURE 1. Advantages and disadvantages of advertising (Horner & Swarbrooke, 1996).

Advertising can be done in various different ways and in various different channels these days. Here are some examples:

- Printed media: newspapers, magazines, sponsor calendars

- Television
- Outdoor advertising: electronic displays and advertising billboards, buses, gas stations
- Flyers
- Internet: social media, different kinds of banners
- Sponsorship: sponsoring local sports teams, influencer cooperations

2.3 Social media marketing

One huge part of marketing today is using social media as one platform to increase the awareness of one's business. The goal of social media marketing is just the same as the normal marketing. The audience that is can be reached through social media, however, is much bigger with a much lower cost. (Wordstream, 2019.)

According to Wordstream, social media marketing is consisted od creating and sharing content on social media networks – such as Facebook, Twitter, Instagram, YouTube, LinkedIn – in order to achieve your marketing and branding goals. Marketing in social media includes different kinds of activities like posting text, images or videos and other kind of content that cathees the eye of the user. (Wordstream, 2019.)

When trying to reach the specific target group, a company needs to focus on the content and the right social media channel. The lifetime of content is not long in social media. The lifetime of the content also relies on how interesting consumers see your content. (Wordstream, 2019.) Below a picture of content lifetime in social media.



PICTURE 1. Content lifetime in socia media. (TWB, 2019).

Social media is still a relatively cheap place to advertise business or make it visible for a great amount of people. By posting interesting and visually pleasing content, gathering audience is possible even for with no money at all. However, the content needs to be extremely powerful and able to catch the eye of the user instantly. The trend is that the users use the social media even faster in the future than they do now. Consumers become more and more impatient and getting their attention is a matter of milliseconds, not even seconds anymore. (TWB, 2019.)

2.4 Company and brand identity

Keeping the communication, visual aspects and message on point requires building an identity. A company that has a strong identity in the eyes of consumers is more attractive and seems more trustworthy. According to Nate Butler from Column five media, a marketing company from USA, "a brand identity is a way to communicate with the World" and it differentiates the company from competition and encourages people to engage with the company. Basically, if you look at strong brands all over World and also just local brands, they tend to have a strong identity that can be seen in their messages, photos, videos and all marketing material. Building a company identity consists of choosing, for example, a logo, fonts, colours, visual aspects of marketing material; such as lightness or darkness in pictures, the message and language that is used in communication; is the company friendly and ecological or does it sound like modern and rough. All these things should be considered before starting to write down random posts and posting pictures to any kind of medias. (Butler, 2019.)

2.5 Marketing key performance indicators

The effectiveness of marketing can and should be measured with marketing key performance indicators, KPI's. There are a various number of different KPI's to follow when it comes to business's effectiveness, awareness and to which direction is the business going. Accordin to Vital design, a digital marketing company specialized in marketing, there are a total of 16 different KPI's to follow. Here are presented the most important ones for the case company in this thesis. (Vital design, 2019.)

1. Sales growth

Probably the most notable way to follow a company's successfulness in marketing is to simply measure the growth in sales revenue. The starting point for measuring is the point before the marketing process and plan has been put to action and the measure continues as long as the marketing plan is in action. The sales growth does not only serve a good indicator when it comes to company's strategic planning but it also gives possibility for indinticating the growth trends in the industry in question. (Vital design, 2019.)

2. Cost of customer acquisition (COCA)

This indicator provides the company information about how much it costs for the company to convince a customer to buy a company's product or service. Simply put: if a company spends

1000€ euros for sales and marketing during one month and gains 20 new customers during this time, the cost of marketing per customer would be 50€. Following COCA is a good way to define company's budget for following campaigns and gives the company the possibility to evaluate how many customers a possible new marketing campaign would bring for the company. (Vital design, 2019.)

3. Website traffic

In modern World, the importance of a clear and informative website is high. Companies should be aware of their website traffic and find out what kind of people visit the site. Also getting to know where the traffic comes from is extremely important. Following the traffic also gives the marketing department information if the marketing is reaching the right people as in the desired customers. However, only following website traffic is not enough. One should also get familiar with different measurable statistics, such as sessions, users, pages visited per session, average session length and bounce rate. (Vital design, 2019.)

2.5.1 Choosing the right KPI's

As stated earlier, the listed KPI's have been chosen for the case company because they seem to most vital for the business. According to Exactdrive (2018), a digital marketing company, the important factor here is the word "key" as every measurable fact should be directly connected to one's business outcome. As a company starts measuring its marketing and marketing campaigns, there are a few things to consider and ask oneself.

The example simple questions listed by Exactdrive are:

- **Defining the company's end goals and what it is trying to achieve**
- **What needs to be done to measure progress towards the KPI's?**
- **How can one influence the business outcomes?**
- **How is it determined whether one has reached their goal or not?**

As we now can understand, it is important to know that not all companies need to use the same KPI's, not even if operating in the same industry or marketplace. The KPI's that are chosen should be completely relevant to company's marketing goals. (Exactdrive, 2019.)

2.6 Analyses for starting the marketing process

Different kinds of analyses should be made before starting a marketing plan. Analyses help businesses determine their place on the markets. Getting familiar with different aspects of competition and markets as well as writing down what you really are looking for in the business is vital. Here are some analyses that are suitable for the case company Niuva canteen to write down before creating a marketing plan.

2.6.1 Segmentation of target customers

As Rope (2005, 60-65) has stated, the concept "segmentation" can be described as follows a company needs to execute a clear choosing process and definition of customer target group in order to create a base for the implemented marketing decisions and plan: these actions are called segmentation. The target of clear segmentation is to find the most suitable customers from the markets. The most suitable customers are the ones who bring the company the best possible financial outcome compared to the used resources. In small businesses, such as the company, the resources are usually limited and this is why it is only realistic to choose targeted marketing: focusing on the one or few segments that are consisted of those that are the most suitable customers.

Segmentation can be done in several ways:

- geographically (continent or country, climate, etc.)
- demographically (age, gender, workplace, religion, etc.)
- psychographically (lifestyle, personality, values, etc.)
- usage based (willingness to buy, final usage of the product, etc.)

For a small company, such as the case company, a geographical segmentation is reliable and reasonable choice. As a business operates in a specific area, it is only common sense to use the available resources to the available and nearest possible customers. Even though the marketing is targeted to a specific segment, it does not necessarily rule out the ones outside the segment. In an ideal situation, the marketing is successful and the segment expands without a need to use resources for that. The company needs to focus on the small segment it has chosen and take good care of that one segment. However, the company needs to make sure the segment is big enough to create a cash flow. (Kotler & Burton et. al., 2013, 242-249.)

2.6.2 Environment analysis

Environment analysis is a part of PESTEL analysis. The environment analysis helps the business determine in what kind of environment it is operating and what kinds of factors it might face during its lifetime. When conducting a marketing plan, it is important to describe the company's current operating environment and what the future might hold for that environment. The changes in the environment affect the business's operations. By following the environment development, the business can prepare for the future by exploiting the possibilities the development brings and minimizing the possible pitfalls. The environment analysis can be divided into four sections: economical, political, social and technological environment. The sections are presented in a table below. (Aware, 2012.)

Environment	Factors
Economical environment	The economical factors affect the prices and demand of the products. Changes in the prices of important suppliers and factors of production have a direct impact on the company's business operations such as pricing the products. The consumer's purchasing power and demand might change when the economical situation changes. Also the impact of inflation also is strong when it comes to willingness to use company's services and buy products.
Political environment	Possible changes in legislation might have an impact on the business operations. Workplace safety, product safety and consumer legislation's regulations might impact the environment. An overall atmosphere and attitudes towards companies might change when political environment changes.
Social environment	Demographic change might affect the structure of consumer groups and the customer base. Increased leisure and changes in consumer habits are reflected in consumers' purchasing behaviour.
Technological environment	This might have the biggest impact of all. The current technological situation might change rapidly and replacement products and development in production methods might change the operation environment completely.

FIGURE 2. Environmental factors in environmental analysis (Aware, 2012).

2.6.3 Competitor analysis

Competitor analysis is an essential part when starting to create a marketing plan for business. A company needs to know which are its competitors in the certain field of business and where are they located. It is important to make the business aware of the competitors in order to avoid the future pitfalls and misunderstandings. The competitors can be profiled in various different ways according to their: background, financials, products, marketing, facilities, personnel, corporate and marketing strategies. (O'Connor, 49, 2010.)

This thesis does not take a comprehensive look at the competitors' overall background; however, it lists and takes a look at the most obvious facts of them and creates an overall idea of the competitors in the same geographical area. It is left out by a choice of case company.

2.7 Marketing plan

As written earlier, marketing is a constant process that tries to eliminate the need to sell. Marketing is systematic preparation for the company's future. Marketing should constantly be followed and measured in order to get as much information as possible and to improve operations by the gathered information. As a company follows and measures the marketing process and takes a look at the cost-effectiveness (has the company received enough customers, are the costs from marketing covered with sales), one can make an actual plan on how to do marketing. However, one must remember that planning is not the same thing as forecast, it is simply an effort to try to make an impact in the future. By planning carefully ahead, a company increases the possibility to survive on the markets in the future as well. (Rope, 2000, 460-462; Raatikainen, 2005, 118.)

According to Clifford Chi, Content Marketing Manager at Animalz, "marketing plan is a strategic roadmap that businesses use to organize, execute, and track their marketing strategy over a given time period. Marketing plans can include separate marketing strategies for the various marketing teams across the company, but all of them work toward the same business goals." (HubSpot blog, 2019.)

Below, an illustration of the steps on how to start making a marketing plan for a business. There are eight steps and the result should bring us a final marketing plan.

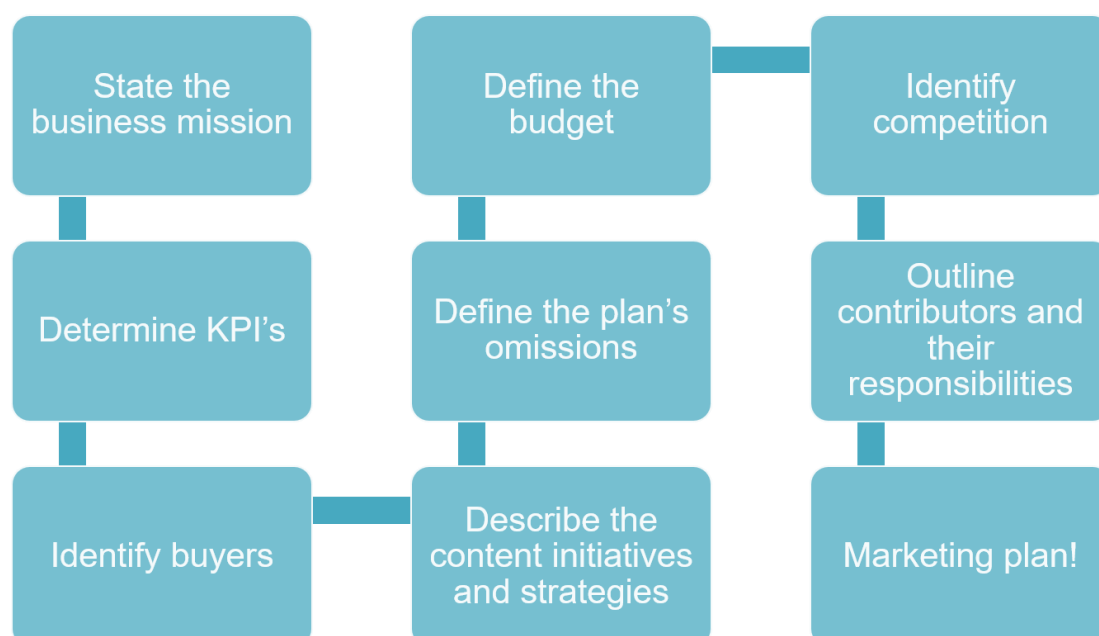


FIGURE 3. Marketing plan process (Chi, 2018).

1. The first step is to **state the business mission** and write it down. Even though the mission is specific to the marketing, it should serve the business's main mission statement. The mission needs to be specific but not too specific.

2. Second the company needs to **determine the key performance indicators**, KPIs, for the mission. KPIs are individual metrics that measure the various elements when it comes to marketing campaign. The KPIs help the company to establish the short-term goals and communicate the progress to others involved. For example, if the goal is to attract more customers, the company can take a look at the cash flow and see if it increases during a specific marketing campaign.
3. Third, **identifying the company's buyer personas**: who do you want to attract to become your customer. A company can determine as many personas as willing but targeting specific personas is usually more effective.
4. Then **describe the company's content initiatives and strategies**. The company needs to include the main points of marketing and content strategy. It is important to carefully explain how the company uses the content and which channels are chosen to be used. If the company chooses too randomly, things might get tricky. A content strategy should point out the types of content that is created (videos, photos, etc.) and how much is created: weekly, daily, monthly, etc. The set goals or KPIs are used to track each type. For example, organic traffic in social media, contacts and so on.
5. Fifth step is to **define the plan's omissions**. As the marketing plan explains what the marketing is focused on, it also should explain on what not to focus on. A company cannot please everyone with a single marketing campaign and therefore it is important to leave out those who are not targeted.
6. **Defining the marketing budget** is an obvious part of marketing. Even if a company makes the marketing completely with own manpower, still there will be costs and a company needs to set the limits for the cash. Company also needs to follow the budget so that it will not be exceeded.
7. Part of marketing is to know who you are up against and a company needs **to identify the competition**. Researching the main rivals in the industry is important.
8. The last step in a way to marketing plan is to **outline the contributors and their responsibilities**. Once a company has made a marketing plan, the one in charge needs to explain everyone who is going to do what.

3 MARKETING PLANNING FOR NIUVA CANTEEN

Niuva canteen was founded in 1978. It is located in the Niuva mental state hospital in Kuopio, approximately 4,5km outside of the city centre. The café is a small business-to-consumer business which's main customer base is formed of the personnel and habitants of the mental state hospital. However, it has a great potential to be more and it has what it takes to attract possible customers from elsewhere from the city as well.

Niuva canteen provides the customers the basic café products: coffee, special coffees, tea, lemonade and other soft drinks, cake, pies, cookies, paninis. Also, along with them, the selection contains pizza, hamburgers and kebab as well as selected grocery products like chips, tuna, candies. The prices are average when compared to other cafés and restaurants in the Kuopio area.

3.1 Starting point for Niuva canteen

In the following sections are presented the base information for creating a marketing plan for Niuva canteen. One remark to be noticed is that the company does not, at the moment, have an actual website.

The personnel of Niuva canteen is small as the café only employs two full-time employees and one part-time employee. Therefore, starting to execute a marketing plan would be difficult, however possible.

3.1.1 Segmentation

As has been said earlier, the target of clear segmentation is to find the most suitable customers from the markets. The most suitable customers are the ones who bring the company the best possible financial outcome compared to the used resources. The following represents the segmentation for Niuva canteen potential customers.

- geographics:
 - The customer lives in Kuopio area and has access to either public transportation or owns a vehicle or maybe has the ability to walk long distances.
- demographically:
 - Women and men, aged 25 to 50
- psychographically:
 - Freetime during daytime when the canteen is open. Either has a flexible job or has time during lunch or coffee time. Enjoys a nice environment and is not in a rush. Values old things and history. Average or low salary.
- usage based:
 - The final user. Is willing to buy the products of the canteen and is a kind of pleasure buyer (makes the final decision when sees the selection).

3.1.2 Environment analysis

Niuva canteen is located in a tricky place. As mentioned before, the distance between Niuva and Kuopio city centre is approximately 4,5 kilometers. During the opening hours of Niuva canteen, a local bus from the city centre drives to Niuva two or three times in one hour. For customers that have their own vehicle, free parking is available at the premises. For consumers coming by bike or on foot, it is easy to access the canteen. However, it takes time to come to Niuva as it is not located generally near to any neighbourhoods. The closest neighbourhoods are Puijonlaakso (1km away) and Julkula (1,5km away). In general, these neighbourhoods are the most ideal ones for possible customers along with those who are willing to come from the city centre.

One option to attract customers could be, for example, to start some kind of cooperation with the local bus company, Kuopion Liikenne. One possible idea could be to provide discounts from bus tickets for the customers coming to Niuva canteen or for example, to provide a percent discount for customers showing a valid bus ticket when coming to the café.

The social environment for Niuva canteen is quite tricky as people might not even be that aware of the canteen. It has a general reputation of being a place only for the personnel and habitants of Niuva hospital. The canteen, however, has the positive side of being a small business owned by just one person which might arise a positive effectiveness in the targeted customer group. Small businesses have a reputation of being more responsible and caring than huge corporations. Responsibility is desirable in the eyes of consumers in Finland. (Almamedia, 2019.)

The technological environment shows no potential threats. The café industry has remained generally the same when it comes to products and services.

3.1.3 Competitor analysis

According to TripAdvisor search (09/2019) there are thirteen (13) cafés in the Kuopio central area that are possible competitors with Niuva canteen. These cafés have the advantage that they are located in the town centre as the case company Niuva canteen is located over three kilometres outside the centre.

The next table presents the main competitors for Niuva canteen in Kuopio central area. The price range that is marked with €'s is taken from TripAdvisor and is set by the consumers giving their experiences about the places. € being a low price and €€€€€ being a very expensive place.

Café	Description
Kahvila Kaneli (€€-€€€)	Basic café products: coffee, tea, cookies, cakes, pies, lemonade. Located right in the city centre. Cozy place but limited capacity for customers.
Kahvila Houkutus (€€-€€€)	Basic café products and also cakes, buns, cookies and pies can be purchased by order. Selection also includes salads and some soft alcohol drinks.
SalaCavala (€€-€€€)	Same as the above, is part of the same business as Houkutus. Provides also woks and soups throughout the daytime.
Kaffeteria Mummola (€€-€€€)	Basic café products and provides also some lunch options (according to customer feedback in TripAdvisor).
Hygge Bro (€€-€€€)	A small selection of café products, focuses more on heavy foods. A very popular lunch place in Kuopio.

FIGURE 4. Competitor analysis of cafés in Kuopio area (TripAdvisor, 2019).

However, none of the above provide a selection of chosen groceries like Niuva canteen. The case company therefore has some advantage compared to the competition. The advantage of the competitors is their location. They are located in the heart on Kuopio and are easy to reach and they can serve a big amount of customers on a daily basis. The amount of personnel is also quite big as Niuva canteen only has two people at work at the same time. The opening hours for competitors are longer than in Niuva canteen which is only open between the hours of 9 and 16.

The cafés located in the Kuopio city centre can generally be considered as more trendy and modern than Niuva canteen. The interior is quite modern and cozy and the places have been planned in a way that attracts people to stay. However, they are located in the "concrete jungle" so to say. What Niuva canteen loses in location, it still wins in location. The canteen is located in a historical mental state hospital and is near to beautiful nature. The café has recently been remodelled and can be considered as quite a cozy place at the moment.

3.2 Base for a marketing plan for Niuva canteen

As stated in the introduction section that marketing nowadays is all about the stories companies tell, this viewpoint could very likely work out for Niuva Canteen. It is a café with a long history in one the most historical places in Finland. And remember, history itself doesn't always need to be pretty or joyful but in this case Niuva is place with history filled with sickness and mental diseases.

In the following is presented a possible marketing plan for Niuva canteen. The available resources have been taken into consideration. By following the steps that have been presented earlier in the Marketing plan section (2.4).

1. Stating the mission: being the most historical café in Kuopio.
2. KPIs: cash flow and inventory during 12 months. Following the cash flow after the marketing plan has been put to action and follow the weekly reports about sales and inventory.
3. Identifying buyers: the ideal customer is a 40-year-old man or woman with average or low salary with access to public transport or owns a vehicle. They have a flexible job or do not work regularly during the weekdays.
4. Budget is set to maximum 200€ per month.
5. The omissions: leaving out the high-income customers and young people.
6. Content initiative: creating visually pleasing images and writing warm sounding posts. Because the budget is so limited, the best idea is to start the marketing from social media. Sharing the posts in the company Facebook page and sharing these posts to local groups is free and effective.
7. Competitors and their marketing are being followed and they have been identified.
8. The contributors are the two full-time employees in the company.

Also, Niuva canteen should set up a webpage for the company. Finding information about the café is important for the consumers when trying to reach out for new customers. The webpage is also a vital part of the marketing plan and process in the future. Building a simple webpage nowadays to, for example, Wordpress is not that difficult so the company does not actually have to use quite a lot of resources for that. A webpage design can also be outsourced to, for example, a start-up company or a small business.

3.3 Company identity

After the mission has been stated, the company should sit down and write down their company identity. The identity is consisted of all and everything the company writes, posts, tells and shows to consumers. The same guidelines and principles need to be used in all communication and marketing.

In the case of Niuva canteen one of the first things after deciding their company identity is to create an actual company logo and print it to their coffee cups; both actual coffee cups as well as take

away cups. The logo should be visible all around the café along with the company messages as in what they want to tell the consumers and customers. Below, two logo suggestions for Niuva canteen.



PICTURES 2&3. Ideas for Niuva canteen logo, Niko Lehijoki, 2019.

The logos' font, colours and ornaments support the idea of a historical café. Brown is an earthy colour and reminds consumers of something old and historical. The used fonts also are fairly simple but beautiful and easy to read and being calligraphy styled, it reminds a consumer of something not-that-modern. As the logos follow the same colour palette: three different shades of brown, it is easy for the eye and does not bring negative feelings. The logos are also quite general and do not narrow the company to any specific field as there is no coffee cup or cutlery. The logos keep the idea simple and might even raise some questions.

3.4 Content suggestions

When starting to create the content for social media, it is important to remind the business who do they want to attract. Creating visually nice and pleasing content is the one of the biggest steps in the marketing plan. The canteen should create a content strategy on what to post and when, who takes care of this and so on.

1. Photos

Photos are an ideal and effective way to attract the users. The following pictures are presented as possible visual content for Niuva canteen Facebook page. The set up, colours and realism are important factors in food photography. Because Niuva canteen mostly focuses on serving food products, they should focus on creating a pleasing and delicious idea of the food they are serving.

Keeping the colour palette similar with filters in photos creates even more pleasing idea. When the content seems similar, the user starts to get an idea of the brand and what does it look it.

In the two pictures below, the colour palette is set to be the same by using the same preset and this makes the pictures look alike. The used preset follows the visual identity that is seen in the logo suggestions: the browns are a bit more saturated than other colours and the main visual element

that catches the eye is teal. Decreasing the opacity a little bit in the photos and desaturating the overall image makes the photo more easy on the eye and makes them look more attractive for an average consumer.



PICTURE 4. Idea for social media content,
Niko Lehijoki, 2019.



PICTURE 5. Idea for social media content,
Niko Lehijoki, 2019.

2. Text

The company should write down their own message and language. Above, a possible mission has been stated that says "being the most historical café in Kuopio". Basically, keeping that in mind, the content should highlight the atmosphere of the café as well as the nature around it, tell some stories about the mental state hospital's history etc.

Also, just posting nice things about the personnel and everyday life in the café seems to be working for other cafés too. For example, one of the possible competitors, SalaCavala, is quite active in the social media and posts pictures of their employees along with positive texts about them and their work. The posts and channels of SalaCavala attract quite large amount of people on a daily basis.

3.5 Social media marketing remarks

As we have seen earlier in the section that tells about social media marketing, the lifetime of content is quite short in social media. As illustrated, a lifetime for a post in Facebook, for example, is only about five hours and in Instagram approximately 21 hours. However, keeping in mind the resources Niuva canteen has available, these two channels are the most suitable ones for the company. Posting interesting content to the medias opens possibilities for a good base of followers and also suitable customers.

Social media offers possibilities for paid advertising as well. In Facebook and Instagram, a company can very easily determine a target group to whom it wants to target the advertising. In this case the ideal customer for Niuva canteen has been narrated above. If the company wants to create an actual buying persona, which is also quite common in marketing these days, the targeted advertising can be narrowed down to even further and exactly for those people the company wants to reach. However, in this case, as the resources are limited, this might not be a suitable idea at the moment.

3.6 KPI's

The KPI's (key performance indicators) suitable for the case company have been presented earlier. In the following, have been presented the ways for measuring and following these KPI's in the future. Keeping in mind that the resources are limited, they have been eased out a little bit and made as simple as possible to keep track.

1. Sales growth

As a starting point, the company should look at the starting point of their sales before launching a marketing plan or campaign. This way, following the sales growth from the starting point is easier and the company can avoid misinformation in the growth. Daily, weekly and monthly checks should be made in order to keep on track of the sales. If the growth measurement is done correctly and regularly, corrections can be made to the marketing. Following the sales, the

company is able to see if marketing works the way it should. Also, if the sales growth flows smoothly, the company is able to set a different budget for the weeks and months to come accordingly. Following sales revenues gives the company a realistic idea of the company's situation.

2. Cost of customer acquisition

Naturally the company needs to know how much money it puts on marketing and how much money it brings to the company. Daily, weekly and monthly checks in customer amounts and average customer spending needs to be done in order to be able to calculate the cost of a new customer. This way basically follows in the footsteps of sales growth. Also COCA tells the company if the marketing costs are too high in relation to the benefits the costs bring. In case the marketing is effective with the current budget, the company knows they are doing right decisions with the money.

3. Website traffic

Naturally, in order to start following website traffic, the case company Niuva canteen should set up an actual webpage. This has been stated earlier. Following website traffic and its statistics is very easy and also free of charge with Google Analytics. With the tool the company is able to follow everything that is going on at this page. Also, in the future, in case the company will, they can easily set up some Google advertisements based on keyword search optimization.

3.7 Visibility on the Internet

At the moment, there are not actual visible reviews about Niuva canteen in the Internet. The company should also set up a profile to TripAdvisor or other kind of platforms and ask for their customers to write down reviews and post pictures from the café. This would give the company again some free of charge visibility online and increase the search engines such as Google to acknowledge Niuva canteen as a trustworthy place and the searchability in Google would increase.

It is extremely important to be visible in Google these days. Google in general is the most used searching tool in Internet and it has been shown that basically only the search results on the first results page matter. The first page gets up to 99% of all traffic hits in Google and the pages from 2 to 11 only get 1% of all clicks. In order to be a top company, a company should be actually in the top three results in Google. The first position in results gains the most hits but the top three results together hold up to 65% of all result clicks. (Zoner, 2018.)

3.8 Advertising

A simple and possible way of advertising the company could be printing small coupons with a discount or a package deal for selected products available at the café. Printing out your own coupons with just a normal colour printer is not expensive and they can be made with just basic text tool, like Microsoft Word or PowerPoint. Leaving the coupons to, for example, boards in grocery

stores or other public spaces is free and can be done quite quickly. This might increase the awareness of the company and attract new customers coming to the café.

Using social media in advertising, as stated earlier, is still quite a cheap way to gain visibility. The company could consider launching a campaign with a small budget for Facebook advertising campaign targeted to the ideal customer in Kuopio area. Setting the budget low at first can give the company an idea about the possible future costs and ideal budget for an effective advertising campaign.

4 CONCLUSION

As stated in the beginning of the thesis, this text of work was aimed to set a base for an effective as well as realistic marketing plan for Niuva canteen. As presented in the thesis, it is completely possible to start planning the marketing based on the information given in this thesis and it can be done with a limited personnel like in this case the company has. The data that has been gathered from the main competitors in Kuopio area, as well as the suggestions about marketing opportunities, give the company a comprehensive idea about marketing and what it actually requires from the company and what kind of resources should be used.

The actual advertising, other than social media advertising, has been left out on purpose from the case company part because of the limited amount money that is possible to be used. Newspaper and outdoor advertising can be quite effective, however, even today it is quite expensive for small companies and the COCA would very likely be too high. Although, one idea that has been presented in this thesis for the company, could be small coupons or leaflets with discount opportunities or campaigns tied to holidays, seasons, bank holidays and so on. Printing your own coupons or leaflets is not an expensive way to gain awareness locally. The company just needs to make the coupons support the identity created for the company and make them look appealing.

There is no actual time period for the company to launch the marketing process, however, when looking at the big picture it is never too late to start marketing one's company. Based on the modern information around us all, searching for extra tips from the Internet, social media, books and from professionals is a good idea. Even though the ideas and data that have been presented in this thesis would not be used, just being visible and present on the Internet can make a huge impact in sales and company's awareness locally.

Perhaps, before even starting a marketing process and planning a marketing plan based on the given information, the company could start already taking a look at their KPI's. Gathering data from sales even for several months does not harm the company in any way. By marking down the busiest days and busiest times of days, the company is perhaps able to modify the current operations and start setting and creating a possible marketing budget and also making a timetable for days and weeks and months to come in order to make time for creating a marketing plan. Being aware of the time used for every aspect of business, also marketing, is a vital thing to do. If a company does not have any idea in which tasks the time goes, it is impossible to keep on track of every duties that are going on. Marketing, when started, is a part of business that takes time and effort and enough time and resources should be given to it.

In case the budget can be sometime in the future set up higher, the company could consider using the services of an outside resource such as marketing company or a marketing and business student. With the limited resources the company has at the moment, it might be a considerable option to outsource the marketing process at least partially. Keeping on track of all KPI's can also be

a great amount of work in case the resources are limited and one has to dig deep into them. One option is to outsource the whole marketing process in case the budget is increased.

All in all, the case company Niuva canteen has every possibilities to start planning and executing an effective marketing plan with the available resources and data. The trend is that average consumers are not giving up the habit of visiting cafés and using their services. Cafés and restaurants are an important part of everyday culture of a Finnish consumer.

The thesis was carried out during autumn 2019. The first step was to define the theoretical framework for the thesis and to start studying the key points and the main idea of marketing. Niuva canteen was chosen as the case company because it was a familiar small business and it has not yet have a marketing plan. Niuva canteen is an interesting part of the café culture in Kuopio even though its customer base is quite limited at the moment. A great potential can be seen in the café as it offers a good selection of food and drinks.

The thesis process was done quite in a limited schedule and more time could have been reserved for the actual process. However, I feel that I have increased my knowledge about marketing in general and have created a valuable and good base for Niuva canteen to start the actual process in marketing in the future.

The information provided in the thesis is reliable no matter the location. The references that have been used in this thesis have been gathered from Finland as well as abroad and the actual idea of marketing is not tied to any specific location. The unnecessary information has been left out from the thesis because not everything is vital for the case company. Marketing is a huge ground of different techniques, analyses and main ideas but the most necessary ones for this case were chosen. All in all, I feel that all the information in this thesis about marketing in general and marketing plan are valuable for the case company in the future.

As for the future for Niuva canteen, I would suggest some follow-up researches about the competition in Kuopio area and look for opportunities to offer something no one else has at the moment. They should try to bring out the history of the café and take advantage of their unique location in Kuopio. Personally, I feel that the canteen is a very nice place to spend time just with a cup of coffee or a lunch.

Niuva canteen could also start investigating the possible suggested opportunities in social media. As it has been presented in the thesis, social media marketing as it simplest is free of charge. Just being present in social media can cause a lot of attention and bring the company more paying customers. The canteen could also consider taking, for example, a trainee for the company from local schools to help them with the marketing process to get started.

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