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MARKETING PLAN FOR KESKO TO ENTER THE CHINESE MARKET

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The cooperation between the West and the East has become increasingly intense. Owing to the special location of Finland, it has always been acting as a “connector” of the West and the East. Numerous major Finnish companies tend to expand their business to China due to the huge market potential. This thesis studied about one of the biggest Finnish retailing conglomerates Kesko and a marketing plan for Kesko to enter the Chinese market is conducted.

In the modern market economy environment, companies have to pay attention to the vital role played by marketing in the development of enterprises. The market is the battlefield for the enterprise. Due to the fierce market competition, enterprises must respond to market changes in a timely manner. Therefore, a market-oriented operation and operation mechanism must be established to make the enterprise invincible. In order to operate further in the Chinese market, a comprehensive marketing plan would be highly beneficial for Kesko’s future development in China. As agreed with Hanna Jaakkola, the Vice President in Investor Relations for Kesko, the author is allowed to use Kesko’s name in this thesis.

The qualitative research and quantitative research methodologies are applied in this thesis. The qualitative research methodology is used in analyzing the CFDA questionnaire results. The results for Chinese consumers’ attitude towards foreign foods are already presented and studied by CFDA. The author is able to study the findings and use the findings as a reference to support the second self-designed questionnaire.

The quantitative research is mainly applied in the self-designed questionnaire data analysis. When processing and analyzing these numbers, the scales on which these information materials are measured and processed are firstly determined. The results are represented in numbers, charts and graphs to demonstrate and study the findings. Based on the findings, a series of marketing strategies are designed for certain social phenomenon and market trends. A complete marketing plan is able to be implemented for Kesko’s further development in China.

The main theoretical framework is partly based on previous studies and researches, while a great quantity of related material is also widely adopted in order
to support the theoretical framework. The empirical study is based on two questionnaires analysis, a PESTEL analysis of the Chinese market, A SWOT analysis of Kesko, consumers and competitor analysis, followed by a final marketing plan with STP strategies, marketing mix strategy and marketing strategies. The conclusion part not only presents the findings of this research, but also provides suggestions for Kesko in its further development, in addition, it is also used as a reference for other companies to enter the Chinese market in the future.

Chinese consumers’ opinions towards Finnish food are highly positive, hence the potential for Kesko is enormous. The positive relationship between customers and Kesko is particularly important. Kesko ought to intensively communicate with customers, always think from customers’ perspectives and understand consumers from all kinds of aspects. Marketing strategies for Kesko should change according to the changing market situation, for instance, the new e-commerce trend and internet enabled Chinese consumers to shop online and gather information from social medias. Kesko’s marketing strategies should focus on more modern way of marketing such as social media marketing.

Kesko also needs to follow the Chinese market trends intensively, and always be ready to make changes accordingly. At the same time, Kesko should also focus on innovation especially on product differentiation such as lactose free products to attract Chinese consumers, in order to stand out from its competitors. In addition, Kesko needs to develop and implement more interactive experience marketing strategies to make its potential consumers feel unique and special. Hence, consumer loyalty and brand recognition would be greatly improved.

Keywords Learning, stimulation, teaching methods
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4Ps Product, price, place and promotion

AQSIQ General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China

CFDA China Food and Drug Administration

EU European Union

GDP Gross Domestic Product

Post-80s a colloquial term which refers to the generation whose members were born between 1980 and 1989 in Mainland China

Post-90s a colloquial term which refers to the generation whose members were born between 1990 and 1999 in Mainland China

PSM Price Sensitivity Meter

RMB The Renminbi (official currency of China)

SWOT Strength, weakness, opportunities and threats

PESTEL Political, economic, social, technological, environmental and legal factors of the market environment

STP Segment, Targeting and positioning

VR Virtual reality
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APPENDIX 1. Questionnaire of Chinese consumers’ opinion of Finnish food products
(Translated into English)

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1 INTRODUCTION

Kesko is one of the largest Finnish retail corporations and it was formed by four regional wholesales companies that merged in 1940. With the mission “to create welfare responsibly- for all our stakeholders and for all society”, and the vision “to be preferred choice of customers and the quality leader in the European trading sector”, Kesko accounted for 36.2% market share in Finland in 2016. It operates in three divisions: grocery trade, building and technical trade, and car trade. By mainly emphasizing on quality and strong customer orientation, it stands out from its competitors.

China is the world’s second largest retail market and the most populous country. Its enormous market potential and consuming power attract a great amount of foreign capitals. However, the Chinese market is extremely different and unique comparing to European or any other markets, thus, understanding how to enter the large and complex Chinese market has become increasingly critical to most of the foreign companies all over the world.

The success of marketing determines the development prospects of an enterprise and is a direct measure to promote the benefits of the enterprise. Therefore, the importance of marketing to the company is self-evident. Only when an enterprise actively formulates an effective marketing plan, can it actively meet the market development trends, understand the needs of the industry, expand the size of the enterprise, and enable the enterprise to develop rapidly and steadily. In order to operate further in the Chinese market, proper marketing strategies designed to suit the current marketing situation and trends in China is greatly importance for Kesko, thus, conducting a comprehensive marketing plan for future implementation would be highly beneficial for Kesko’s further development in China.

Kesko officially cooperated with Alibaba, and opened an online store in China in September 2017, as the first Finnish grocery retail operator to enter the food e-commerce industry in China. Kesko has been participant actively on Tmall to attract more potential consumers, there are approximately 26,000 followers on its online store, the ratings for their store on service, logistics and products are 4.8 out of 5. The reviews from consumers are highly positive. According to review rating, 100% of the reviews are positive. Tmall officials gives a 3.5 out of 5 to Kesko on overall shopping experience.
1.1 Background of the study

Chinese customers are developing and changing rapidly. The old focus was price for most of Chinese consumers, and the new focus is on purchasing superior quality products, increasingly number of consumers are becoming quality orientated. (Daniel Zipser, Yougang Chen, and Fang Gong 2016)

In addition, Chinese tend to emphasize on healthy lifestyles in recent years, maintaining a healthier lifestyle has become a popular topic among almost every household. Furthermore, the crisis of food safety has been intensified, all the scandals of food safety in recent years has crashed people’s confidence towards domestic made products. Consequently, imported food products are more welcomed than ever before. Due to the high standard of food safety regulations and laws in the EU, European brands received an enthusiastic response from Chinese consumers. (CFDA 2017)

Owing to the first official visit of the president of China to Finland in 2017, it brings more opportunities and intense cooperation between these two countries. Big Finnish brands like Valio, Fazer and Marimekko have entered the Chinese market one after another in recent years.

Kesko opened an online store on Tmall which is a platform only for foreign products selling on Alibaba. In order to reach out to more potential consumers in such huge acreage, an online store is a wise choice. Not only because of the efficiency but also highly depends on the shopping habit of Chinese consumers, because they prefer to shop online due to the highly developed and comprehensive e-commerce industry in China.

Kesko is eager to develop further in China, thus, conducting a comprehensive marketing plan for future implementation would be highly beneficial for Kesko’s further development in China. Studies about this subject would bring great opportunities for Kesko and other Finnish enterprises.

1.2 Objectives of the study

There are many well-known Finnish brands already entered the Chinese market, however, seldom analysis and research have been made, especially for Finnish products entering
the Chinese market. Many Finnish companies might be struggling and hesitating due to the high risks of the Chinese market and lack of useful information and former researches. Kesko is one of the most well-acknowledged retailing companies in Finland, it could set a positive example for other Finnish companies if its business expanded to China successfully. Thus, the aim of this thesis is:

1) To know the current food market situation and trend in China
2) To understand the differences between the Chinese and Finnish market.
3) To acknowledge the differences in Chinese consumers’ behaviors and preferences.
4) To research what is the unique advantage of Finnish products that Chinese consumers value and appreciate.
5) To propose and design proper marketing strategies to be used to respond in the Chinese market.
6) To conduct a comprehensive marketing plan to be implemented in the future for Kesko to develop further in the Chinese market.
7) To provide practical advices for Finnish companies that are eager to enter the Chinese market.

Using Kesko as an example, the main objective of the study is to provide practical advice in marketing for Finnish companies to expand business to China.

1.3 Structure of the study

The first part of the thesis is designed for the general review of the case company: Kesko and the Chinese market, in conjunction with the theoretical support. The purpose of this part is to help understanding the differences of the Chinese market thoroughly and in a deeper level. A considerable amount of marketing strategy theories is listed and studied in order to support the following analysis.

The emphasis of the empirical study is on analysis of the Chinese market and a marketing plan. A questionnaire from official government institution CFDA is analyzed, together with a self-designed questionnaire that contains 193 answers. Both of the questionnaires are used in order to get a more objective result. Based on the result, a proper marketing plan is designed for Kesko to expand its business in China. The aim is to discover the advantage of Finnish products and marketing strategies to be used in the subsequent marketing plan.
After sufficient study and research, there will be a conclusion and advice part in the end, with the purpose of achieving research goals and fulfill practical meanings. The conclusion part does not only provide suggestions for Kesko for further development, but also act as a reference for other companies to enter the Chinese market in the future.

![Figure 1 Thesis Structure](image-url)
2 LITERATURE REVIEW

A marketing plan is a part of business plan for enterprises. In order to conduct a comprehensive marketing plan, a market analysis is required to start with. The market environment includes Micro environment and Macro environment. To analyze both Micro and Macro environments, first of all, a PESTEL analysis is used to examine and study the political, economic, social, technological, legal and environmental factors of the target market. Secondly, SWOT analysis is designed for understanding the company itself better from company’s strength, weakness and opportunities point of views, also possible threats that company will face in the target market. Thirdly, a consumer analysis is conducted to better understand the Chinese consumers from all perspectives, thus, the company would be able to design corresponding marketing strategies to suit the potential consumers. Lastly, a competitor analysis is to know the competitors in the target market, and in order to discover a solution to stand out from them.

Segmentation, targeting and positioning are used to determine a company’s strategies in STP and self-recognition. Based on all the analysis above, marketing mix, marketing strategies are designed accordingly, in order to be implemented in the future. Marketing strategies are the main part of the marketing plan, it is the core implementation part of this thesis.

2.1 Market Analysis

Marketing environment includes external factors that influence the capability of managements in keeping a positive relationship with target consumer groups. It can be specified into microenvironment and macroenvironment. The microenvironment refers to factors that have higher impact on enterprises’ ability in maintaining consumer relationship and create customer values. These elements tend to be closer to the company, for example, the firm itself, its suppliers, competitors, customers and the publics. As for the macroenvironment, it consists of greater society forces such as political, economic, social, technological, legal and environmental factors. Hence, a PESTEL analysis is strongly required in analyzing the macroenvironment of enterprises. (Kotler 2016, p95)

The main purpose of market analysis is to research the potential sales volume of the offered products and services, explore potential markets, arrange reasonable distribution
between regions, and gain more market share. Consequently, marketers would be able to have a better understanding of the proportional relationship between supply and demand in the market, adopt correct business strategies to meet market needs, and improve the profits of business operations.

**Figure 2** Market Environment Analysis

### 2.1.1 PESTEL

PESTEL analysis is a tool used to examine and respond to the marketing environment from a macroeconomic perspective. There are six categories of forces having impact on the marketing environment: political, economic, social, technological, legal and environmental. (Dibb 2016, p74)

**Political**: It stands for governmental influences, which includes the social system of a country, the nature of the ruling party, the government's policies, strategy, and laws. Different countries have different social characteristics. Different social systems determine different restrictions and requirements for organizational activities. (Dibb 2016, p73-103)

**Economic**: The economic environment includes both macro and micro aspects. The macroeconomic environment mainly refers to the population and its growth trend of a certain country, its national income, GDP changes, as well as the level and speed of national economic that can be reflected by these indicators. The microeconomic environment
mainly refers to factors such as income level, consuming preference. These factors directly determine the current and future market size of the company. (Ibid.)

**Social:** It accounts for the education level and cultural of the residents in a country or region, their religious beliefs, customs, aesthetic views, values and so on. These factors have direct impact on how markets understand consumers. (Ibid.)

**Technological:** it has enormous effect on how we market, provide and distribute our products or service, in additional to communicating with our consumers. (Ibid.)

**Legal:** it is known that firms need to act within the laws and regulations of every countries the company has entered. In order to trade successfully and globally. (Ibid.)

**Environmental:** for enterprises to act ethically and sustainably, it is a critical factor to be aware of the environment. It also contributes to cooperate social responsibility and public relations for companies. An increasing number of consumers are seeking for more environmental-friendly products and services. (Ibid.)

### 2.1.2 SWOT

A SWOT analysis is a general assessment to identify a firm’s strengths, weaknesses, opportunities and threats. (Kotler 2012, p70)

It is also described as strategic planning tool used to clarify the company’s advantages and disadvantages, in order to monitor and respond within the changing business environment. (Dess 2018, p73)

Strengths and weakness identify the pros and cons of the firm comparing to its competitors. Opportunities are the factors that company could adopt to benefit as its advantages. Threats are the characteristics that could lead to potential obstacles and trouble. (Humphrey 2005)

In other words, based on the situational analysis of internal and external competitive environment and conditions, marketers are able to clarify the main internal advantages, disadvantages and external opportunities and threats. After applying the matrix form and systematic analysis, a series of corresponding conclusions can be drawn, and the conclusions are a crucial part of the decision-making process. By adopting this method, a comprehensive, systematic and accurate study could be conducted. Which would allow the marketer to develop a corresponding development strategies, plans and countermeasures based on the research results.
2.1.3 Consumer Analysis

Customer analysis means analysing customer characteristics based on customer information data, in order to develop corresponding marketing strategies. Through reasonable and systematic consumer analysis, companies can have a better understanding of customers’ different needs; by analysing the relationship between customer behaviour and business benefits, operation strategy would be optimally planned; more importantly, potential customers can be discovered, which would benefit in further expand the business scale and enable enterprises to develop more rapidly. (Peter & Olson 2010, p20)

There are three vital elements in customer analysis. Firstly, consumer affect and cognition, affect means consumers opinion about the products or services, cognition includes customer’s knowledge, meaning and beliefs, which determine how they process, understand or interreact with the products or services. Secondly, consumer behavior, which refers to the actual physical action, customers’ reaction based on their affect and cognition. Last but not least, consumer environment, it includes all the external factors that have impact on consumer behavior. It consists of social stimuli (such as culture and social class) and physical stimuli (advertisement and signs) Any of the element could be either the reason or a force of change in one or more of the other elements. (Peter & Olson 2010, p20-23)

2.1.4 Competitor Analysis

As a vital component of marketing plan, competitor analysis presents an assessment of the advantages and disadvantages of a firm’s current and potential competitors, and an analysis of competitors’ current situation and future action. (Bergen 2002)

Knowledge of competitors would provide strategic agility to the business. Hence, offensive strategies can be implemented faster by taking advantages and opportunities. Equivalently, a more defensive strategy can be adopted to deal with the threat of competitors by understanding the company's own weaknesses. (Fleisher & Bensoussan 2007)

The main purpose is to estimate the strategies and responses that competitors may take on the company's competitive actions, consequently, to effectively develop its own strategic direction and measures.
2.2 Segmentation

Market segmentation consists of segmenting, targeting and positioning (STP). It is a process that divides potential consumers into different groups based on a series of variables. Each group shares the common market characteristics and determines similar market tendencies. (Bowen 1998)

Dividing the entire market into smaller portions according to similar product requirements and purchasing characteristics is a method named market segmentation. A market segment, hence means a group of individuals or organizations that share common characteristics and lead to similar needs. By doing this, different market opportunities are easier to be discovered and utilized by companies, it also brings advantages in competition and effectiveness. (Dibb 2016, p225)

There is no single method to segment the market, different segmentation variables are supposed to be combined or implemented individually, in order to find the most effective approach to review the whole market structure. Generally speaking, the major segmentation variables are geographic, demographic, psychographic and behavioral variables. There are many ways of segmentation, however, useful market segments should be measurable, sustainable, accessible, deafferentation and actionable. (Kotler 2016, p223 p232)

There are different consumers, products and needs, it is marketers’ job to decide which strategy to be implemented in different segments. Particular segments require individual services and unique strategies. (Kotler 2016, p75)

2.3 Targeting

After all the market segments are determined, selected segments will be analyzed for enter purpose. Market targeting plays a key role in assessing every group based on companies’ current situation. Targeted segments are those who have bigger opportunities and higher potential, they would be able to create higher profit and greater customer value. Companies can choose more than one segments, however, most enterprises would select only one segment in the beginning before entering a brand-new and unfamiliar market. (Kotler 2016, p75)
There are various targeting strategies can be used in the process based on different criteria, such as Mass, Niche, differentiation and micro marketing. Marketers choose the targeting strategy according to the analysis of many factors, like the company’s resources, product life cycle.

2.4 Positioning

After the two steps above, market differentiation and positioning focus on discovering a unique position for the product or service, in order to be different from existing competitors in the market. Positioning is designed for a product or service to gain a portion of market share among all the competitors with a wanted and welcomed attitudes from the target consumer groups. (Kotler 2016, p75)

In order to be different from the long-existing competitors in the market, firms need to provide superior and unique customer value by discovering their competitive advantages and promote their competitive advantages cautiously. The most crucial step of finding the desirable position is to communicate and intensively engage with target customers and understand their perceptions. Hence, marketers would be able to decide precisely about implementing the optimal marketing mix. (Dibb 2016, p207)
2.5 Marketing

With the aim of identify and satisfy the demand of a certain target market, marketing is a process of engaging consumers in order to develop and maintain a profitable relationship. (Kotler 2016, p29)

Marketing has a broad range of responsibility; it is performed by individuals and organizations in the constant changing dynamic surroundings. It is an organizational function along with a set of processes of developing, engaging and delivering values to consumers. The final goal is to benefit organizations and stakeholders by maintaining a positive customer relationship. (Dibb 2016, p32)

The purpose of marketing is no longer making a sale, it is supposed to be acknowledged as a mean to engage customers effectively, develop products and services based on understanding their needs. Thus, to make products or services to sell themselves. The only requirement then is to make products and services available for potential consumers who is ready to purchase. (Kotler 2012, p27)

Marketing ability plays a vital role in the financial success of firms and organizations, marketing also affects all aspects of society and people’s daily lives. Furthermore, successful marketing could make companies more intensely involved in corporate social responsibility. (Kotler 2012, p25-26)

Marketing is permeating people’s everyday lives. It plays a key role in introducing and gaining acceptance of new things. Marketing not only enriches and eases people’s lives, but also inspires and innovates creation. Overall, marketing can improve life quality, enhance acceptance ability and willingness of trying new things. (Dibb 2016, p18)

In conclusion, marketing is essential for companies’ development. The most crucial part is to understand and engage consumers throughout the process. However, the market is uncertain, it constantly changes and becomes progressively competitive, companies who are strive for innovation and adapting new changes are the ultimate winners.
2.6 Marketing Mix

Under the guidance of marketing strategy, a comprehensive marketing mix is conducted, in order to control all the factors. Companies intensively participates in the process with the aim of find the most suitable and efficient marketing strategy and mix. (Kotler 2016, p74)

Marketing mix is a series of marketing tool that company adopt to achieve their goals in the target market. (Kotler 2000, p9)

In 1960, McCarthy proposed the famous 4Ps (product, price, promotion and place). He believes that enterprises engaged in marketing activities should consider the various external environments of enterprises, in other words, formulate marketing mix strategies, adapt to the environment, meet the needs of the target market, and achieve the goals of the company.

Product means the products or services that the firm offers to satisfy the needs of targeted consumer group. Price is basically the amount that is set by sellers, that customers are supposed to pay or willing to pay, in order to get the products or services they want in return. The definition of place is that sellers should position and distribute its products or services in an accessible and convenient place for potential consumers. Promotion also refers to communication with potential buyers to gain more market share, such as PR, advertising and sales promotion. (Needham 1996)
**Figure 4 4Ps explanation**

4Ps should be determined after the marketing strategy has been specifically settled, marketing strategy would not be sufficiently functioned without the establishment of marketing mix. (Dibb 2016, p65)

Marketing mix is an important part of marketing strategy. It means using the basic marketing activities that control the company to form a holistic activity. The main purpose is to meet the needs of consumers. However, there is a variety of needs and demands, and there are many approaches to be taken to meet the needs of consumers. Therefore, when conducting marketing activities, enterprises must use the basic methods, rationally combine them, and fully use the overall advantages and effects.

### 2.7 Marketing strategy

With the basic aim of retain a sustainable competitive edge, marketing strategy is a future oriented long-term planning approach. (Baker 2008, p3)

According to Jain (1993), marketing strategy is the pattern of major aims, purposes and objectives together with crucial regulations and plans used for achieving the ultimate goal, it defines the business model and business type of the company.

Marketing strategy is designed to classify opportunity to be followed, identify the specific markets, events to be performed in the chosen market, it also provides directions throughout the whole marketing process and determine the category of the competitive advantages. (Dibb 2016, p66)

In order to design the most suitable marketing strategy, marketing analysis, planning and implementation are intensively engaged. Companies create customer values and obtain profitable relationships with consumers by implementing marketing strategy. Marketing strategy determines companies’ segmentation, targeting, differentiation and positioning. Leaded by marketing strategy, an integrated marketing mix plan is carried out to make sure all the uncertain factors are under control. (Kotler 2016, p74)

Marketing strategy is a process in which the enterprise marketing department determines the target market based on strategic planning and comprehensive consideration of external market opportunities and internal resource conditions, the marketing department also
selects the corresponding marketing strategy combination, implements and controls the whole process effectively. The formulation of a marketing strategy plan is an interactive process, it is a process of creation and repetition. Marketing strategy is part of marketing plan, it is a series of approaches work together to achieve the final goal, it provides more details of how to perform and react throughout the whole process. There are wide range of different marketing strategies, choosing marketing strategies for a certain company requires considerable amount of efforts, suitable marketing strategies would benefit the company in a long run. Thus, it is vital to choose the most suitable and efficient ones based on the analysis of the company’s situation.

**2.8 Marketing plan**

Marketing plan is a technology that helps companies determine the optimal use of their resources to achieve their business goals. It includes a comprehensive analysis of the advantages and disadvantages of enterprises, organizations and their products or services. (Westwood 2002)

Marketing plan is more limited compared to business plan, it is used to record how the strategic goals are accomplished by implementing effective marketing strategies and tactics. Generally, companies design annual marketing plans, however, sometimes marketing plans is valid for longer period of time. (Dibb 2016, p655-656)

A marketing plan generally consists of executive summary, situation analysis, marketing strategy, financial statements and controls. Situation analysis means market analysis, such as PESTEL analysis, SWOT analysis of the target market. Financial statements include budgeting and sales forecast. The final controls part refers to implementation and contingency planning. (Kotler 2012, p82-86)

A marketing plan is an important part of a business plan. It focuses on decisions that are related to marketing mix variables (products, prices, place and promotions), it also indicates how to implement the specific content and steps. Regardless of the type and size of the company, every marketer needs to develop a marketing plan meanwhile adjust and renew it every year.
3. METHODOLOGY

Qualitative research methodology and quantitative research methodologies are both applied in this thesis.

Qualitative research is a scientific observation way that collects non-numeric information and data. (Babbie 2014)

It also refers to more abstract concepts such as definitions, symbols and characteristics. This approach of study generally shows the reason why and how a certain society phenomenon occurs, instead of how often. (Berg & Lune 2012)

Qualitative research is a method or angle to study things according to the nature of social phenomena or things and its contradictory changes in the movement, to engage in the inherent regulations of things. It is based on the generally recognized axioms, a set of deductive logic, and a large number of historical facts. It starts from the contradiction of things and describes and explains the things studied. To conduct qualitative research, we must directly grasp the main aspects of the characteristics of things based on certain theories and experience. (Babbie 2014)

Qualitative research methodology is used in analyzing the CFDA questionnaire results. The results for Chinese consumers’ attitude towards foreign foods are already presented and studied by CFDA. The author is able to study the findings and use the findings as a reference to support the second self-designed questionnaire.

Quantitative research is a systematic analysis through statistics and numbers to observe a social phenomenon (Given 2008)

Quantitative research refers to the stipulation of scientific research that determines the quantity of a certain aspect of a thing. It is a method and process of obtaining meaning by expressing the problem and phenomenon in quantity, and then analyzing, testing, and interpreting. The quantitative study determines the characteristic value of the object by comparing the characteristics of the research object according to a certain standard or finds the variation law of the quantity between certain factors. Because its purpose is to answer the attributes of the quantity of things.
Quantitative research is mainly applied in the self-designed questionnaire data analysis. When processing and analyzing these numbers, the scales on which these information materials are measured and processed are firstly determined. The results are represented in numbers, charts and graphs to demonstrate and study the findings. Based on the findings, a series of marketing strategies are designed for certain social phenomenon and market trends. A complete marketing plan is able to be implemented for Kesko’s further development in China.

3.1 Data collection

This thesis both uses primary and secondary data for analysis purpose.

The main secondary resources are literature listed in the theory part of the thesis. Data are mainly acquired from Kesko’s online store on Tmall, Kesko annual reports and its official website. Together with a CFDA questionnaire about Chinese consumers’ attitudes towards imported food products, this questionnaire was made by governmental institution with clear results which is already thoroughly analyzed and drawn into conclusions.

Primary data refers to data that has not yet been processed, these data need to be extracted, organized, and even analyzed and formatted before they can be displayed to others. A self-designed questionnaire was conducted for this to study about Chinese consumers’ opinion towards Finnish food products. There were 13 questions designed in the questionnaire. It was made by the most commonly used questionnaire tool in China named Wenjuanxin. The original language of the questionnaire is in Chinese, the original questionnaire can be found in Appendix 2 of this thesis.

The author conducted the questionnaire on the website, it took one day to design the questionnaire and then it was opened for gathering answers. The author sent the link to contacts on Wechat, it was also posted on multiple social medias in China for people to answer. What’s more, one of author’s contacts helped to forward the link to Hangzhou Normal University students by email. 121 participants were mainly from this university. 72 participants were contacts of the author. The questionnaire was only open for one week, 193 answers were gathered, due to the design of the questionnaire, participants would not be able to submit the questionnaire with incomplete answers. Thus, 100% of the samples are valid. Furthermore, the last question is an open question, participants
could submit without filling in the last question, in question no.13, 100 answers were gathered out of 193 samples.

Based on the raw data and answers, the author analyzed them into different kinds of charts and graphs to present in this thesis in order to explain the result better and clearer. Based on the primary data gathered from the questionnaire, it not only helped Kesko to be able to understand Chinese consumers’ expectations and needs better, but also establish the foundation for the further study in marketing strategy implementation and marketing plan designing. The primary data also determine the validity and effectiveness of the thesis.

3.2 Validity, Reliability and Limitations

Validity is the ability of the research method on whether the measurement method can truly reflect the desired measurement. Validity refers to the degree to which the measured result reflects the content you want to examine. The more consistent the measurement result is with the content to be examined, the higher the validity; otherwise, the lower the validity. (Rich 2011)

Reliability refers to the quality of the measurement method, that is, whether the same data value can be obtained after repeated observations of the same phenomenon. Scientific researchers try to use a series of indicators to measure personal or social phenomena. Reliability refers to the consistency, stability, and reliability of test results. Generally, internal consistency is used to indicate the reliability of the test. The higher the reliability coefficient, the more consistent, stable and reliable the results of the test. (Trochim, 2002)

All the secondary data are collected from Kesko’s official website, literature, theories annual reports, and a CFDA official government questionnaire with all the results and findings already conducted. In addition, the primary data are from self-designed questionnaire. The result analysis is based on the raw data and numbers gathered from the questionnaire, without any subjective feelings or preferences included from the author nor the participants. Overall, the validity and reliability of the study can be mostly guaranteed.

One of the major limitations is that Kesko refused to share any data or information related to entering the Chinese market since this project is highly classified. Without the assistant of Kesko, the process of obtaining data is more difficult and challenging. In addition,
knowledge and shared information online about Finnish food products entering the Chinese market are quite narrow. The Chinese market tends to be unfamiliar with Finnish companies. Hence, it is greatly challenging to collect any former data or previous knowledge. Another major limitation is the time limit, given by such a short period of time, the author is unable to gather all the primary data or perform a thorough analysis. The research questionnaire was open for two weeks for people to answer, and 193 participants took part in this questionnaire. The participants are quite limited not just in amount, but also in age: 193 participants can not represent the whole Chinese consumers, but it is a good sample for this thesis. Furthermore, the majority of the participants are between 20 to 40 years old, the age span is quite limited. Besides, 72 participants are the author’s contacts who mainly resides in first tier cities of China, their opinions do not represent the whole of China because their social classes, education levels and incomes tend to be relatively higher than the average. The other 121 participants are university students from Hangzhou Normal University, their educational level is bachelor’s degree minimum. In addition, they are also residences in first tier cities of China or originally from more developed parts of China. This questionnaire result can only reflect the consumers’ opinions in coastal part of China (first tire cities in China). However, for Kesko, its main target consumers should be residences in first tier cities and above average social class. Thus, this limitation would not influence Kesko’s marketing strategies and marketing plan designing and implementation largely.

This is also the reason why there are two questionnaires in this thesis, the first questionnaire was performed by government institution with participants from random cities, social classes and income levels. It acts as a reference to support the findings and result in the self-designed questionnaire. In this way, it balances out the limitation. The empirical study part is more objective and reliable based on the two-questionnaire analysis.
4. EMPIRICAL STUDY

Empirical research is a methodological thinking, which refers to summarizing conclusions from a large number of empirical facts, and then examine certain conclusions through scientific logics, and then put these conclusions to reality for testing. The basic principle advocated by empirical study is the objectivity and universality of scientific conclusions, it emphasizes that knowledge must be based on observational and experimental experience. (Goodwin 2005)

Overall, empirical research can be summarized as a research method that obtains objective materials through a large number of observations, experiments and investigations, and summarizes the essential attributes and development of certain things from individual to general. (Campbell, D. & Stanley, J. 1963)

In this part of the thesis, a comprehensive analysis of Kesko according to the given literature is conducted. The research consists of market analysis, PESTEL and SWOT analysis among detailed customer and competitor analysis, together with two questionnaires analysis. Based on the results from the questionnaires, proper marketing strategies are selected and established for Kesko in the marketing plan accordingly. Kesko’s segmentation, positioning and targeting and segmentation strategy are completely established and explained. Moreover, after exhaustive analyzing, the study presents a method to have a better understanding of Chinese consumers and culture, alongside a conclusion together with useful advices for Finnish cooperation to enter the Chinese market in the future.

4.1 Chinese Market Analysis

According to CFDA (China Food and Drug Administration), from the year 2004 to the year 2013, the global food trade volume increased from 1.3 trillion tons to 3 trillion tons, a total increase of 130%. While in the past decade, China's food trade volume increased from 51.4 billion tons to 185 billion tons, a total increase of 260%. In the 20 years from 1997 to 2007, China's imported food achieved an average annual growth rate of 14.6%. In 2017, the total amount of imported food exceeded US$60 billion for the first time, which made China the largest importer of imported food. The market for China's imported food is becoming more open and liberalized, and industrial development has entered the orbit.
A questionnaire was conducted by CFDA (China Food and Drug Administration), involving 3,000 families from 10 different cities. A detailed investigation and analysis were conducted on the frequency of purchase of imported food by consumers, the amount of consumption, the proportion of consumption for various types of imported food, and the choice of the origin of imported food.

According to the survey results, 44.4% of consumers purchase imported food 1 or 2 times a month, and 36.8% of consumers purchase imported food 3 to 5 times a month. This shows that more than 80% of respondents have monthly experience in purchasing imported food. Since most of the respondents belong to the middle class with relatively stable income, the research results show that the middle class has formed a consumption pattern for purchasing imported food. And consumers spend an average of about 400 RMB (393.23 RMB) per month on imported food.
In terms of demographic characteristics, female consumers purchase imported food more frequently than males. From the perspective of education level, people with higher academic qualifications purchase more imported foods than those with lower education backgrounds. Married consumers buy more imported food than unmarried consumers. The more developed the cities are, the higher consumption of imported food. The frequency of consumers purchasing food in first-tier cities is slightly higher than that in second- and third-tier cities. Consumer with more family members tend to buy more imported food, kids in the family are also an important component in the purchasing decision making process, households with children between the ages of 0 to 14 purchase more imported food. The higher the monthly income of consumers, the higher the proportion of imported foods purchasing. It can be seen that the economic level is also a crucial factor in effecting households’ purchasing decisions.

In the choice of imported food origins, 45.2% of respondents chose the United States, 44.5% of respondents chose Australia and New Zealand, 43.3% of respondents chose the EU countries, 42.6% of respondents chose Korea, and 41% chose Japan.

Cross-analysis results show that respondents’ age from 21-30 and 51-60 prefer American imported food. Respondents’ age 31-40 and 41-50 prefer imported food from the EU, Australia and New Zealand.

Figure 6 CFDA Questionnaire on the frequency on purchasing imported food.
From the perspective of gender, female consumers prefer imported food from Japan, South Korea, Australia and New Zealand, and men prefer imported food from the United States and the EU. From the perspective of income level, households with a monthly income of less than 3,000 RMB are more inclined to import foods from South Korea, the United States, and Japan; households with monthly incomes ranging from 3,000 RMB to 20,000 RMB, they do not have much preference in origins of imported food. When the monthly income is higher than 20,000 RMB, it shows people have more favor for imported food from the EU, Australia and New Zealand.

As people's income levels increase, more and more people buy imported food through various means, but domestic food still has a large advantage. The survey results show that 73.23% of respondents think they buy more domestic food, only 26.77% of respondents believe they are buying more imported food.

The top three reasons for purchasing more domestic food are the convenience of purchasing (62.22%), price factor (59.04%) and the taste (47.61%), indicating that consumers choose domestic food mainly for some objective reasons. The choice of domestic food is not because of the trust of domestic food. However, the main reasons for purchasing more imported foods include food safety (56.8%), quality considerations (58.7%), taste (42.22%) and a fashionable lifestyle (29.27%). It can be seen that people's trust in the quality and safety of imported foods is higher than that of domestic foods. Many people will purchase imported foods for these reasons.

4.1.2 Research Questionnaire Analysis

A questionnaire was conducted to analyze Chinese consumers’ impressions towards Finnish products. 193 participants answered this questionnaire in one week. Among all the participants, 37.31% (72 persons) of the participants are the author’s contacts who helped in answering. 62.69% (121 persons) participants are from university students in Hangzhou Normal University.

Question 1: Gender

There are more females took part in this questionnaire than males. The reason to design this first question is because in China, females do the shopping for the households more than males generally speaking. Women’s attitudes matter more in the decision-making
process when it comes to shopping in Chinese households. In this case, women tend to know more about imported food products and their opinion towards Finnish food products are of more value to Kesko when it comes to marketing.

![Gender Analysis](image)

**Figure 7** Analysis of participants’ gender

**Question 2: Age**

The post-80s and post-90s generations are the main purchase power in China now. That is why this question is designed to analyze the younger generation’s impression towards Finnish food products. The main age group in this questionnaire is post-90s, which accept foreign brands and products faster than any other groups. In addition, they favor online shopping more than anyone else. It would be very beneficial for Kesko to know their needs and wants towards Finnish food products.

![Age Analysis](image)
**Question 3: Do you buy imported food?**

90.16% participants answered yes to this question, which support the CFDA questionnaire result of Chinese consumers’ openness towards imported food products. It also indicates Kesko as a foreign food brand, is highly and quickly accepted by Chinese consumers.

**Question 4: Where do you purchase imported food products? (multiple choices)**

The purpose of designing this question is to know if Kesko as an online store is an optimal option for Chinese consumers. The result also proved that the most preferred shopping method by the younger generation in China is online shopping nowadays. Kesko’s main stronghold is its online store on Tmall, which allows Kesko to be able to deliver within the whole mainland China. In addition, e-commerce also enables consumers to purchase the most desirable products at a lower price and with less time spent, which greatly enhance user satisfaction. Shopping is no longer be limited by time and space. Overall, it is a great start for Kesko to enter the Chinese market as an online store.
Question 5: What are the factors you mainly consider when purchasing imported food products? (multiple choice)

As stated in the CFDA questionnaire result analysis, the main reason for Chinese consumers purchasing imported food products are food safety and products quality. This questionnaire also shows similar result, quality and brand are the main factors customers considering when buying foreign food products. Kesko as a Nordic food brand, the product quality would be highly preferred by Chinese consumers, however the brand itself is not as well-known in China yet. Improving the brand recognition in China is a crucial step for Kesko. Furthermore, in order to promote the product quality of Kesko, marketers are supposed to educate the consumers about Nordic food safety standard or the EU food safety standard by marketing Finland and Finnish food from an unpolluted, natural and organic perspective. For instance, marketing the “swan logo” on every product would be a positive start for Kesko.

![Figure 10 Analysis of factors influencing shopping decision](image)

Question 6: What are the main channels for you to get information of imported food products? (multiple choice)

This question is for finding out the most suitable marketing strategy for Kesko based on how Chinese consumers would like to gather information for their shopping. The top 3

...
choices are from the E-commerce platform, friends’ recommendation and Wechat official account/Weibo/TikTok/Social medias. The result indicates that the post-90s generation mainly like to get information from the Internet, especially from e-commerce platforms such as Taobao and social medias.

**Figure 11 Analysis of information channels**

The most intense shopping wave in China now is Taobao live stream. Kesko could hire popular live streamers to recommend Kesko’s products during live stream sales, huge discounts can be applied during the sale process with a time limitation to stimulate potential buyers’ purchasing desire. Besides, social media marketing is as important, Kesko should could TikTok and Weibo as its main platforms for promoting its products.

**Question 7: What is your general impression of Finland as a country?**

This question is partly related to the political factor in PESTEL analysis. Chinese consumers tend to be very nationalist, positive relationship between counties would highly benefit in trades. The cooperation between Finland and China has become more intense in recent years. As for Kesko, it should take this opportunity to grow its business. What’s more, Kesko is marketing Finland as well during its marketing campaign, so this question would help Kesko to understand Chinese people’s feelings toward Finland better, which would reflect in marketing process in the future.
Overall, Chinese people’s impression towards Finland as a country are quite positive, only 7.25% of the participants have a negative impression. Marketing Finland in the marketing campaign for Kesko is an ideal choice. Elements such as Finnish nature and Finnish flags should be included during the marketing campaign.

**Question 8: Have you ever heard of any food products from Finland?**

**Figure 12** Analysis of impressions towards Finland

**Figure 13** Analysis of ever heard of Finnish food product
In this question, almost half of participants chosen that they have never heard of any Finnish food products or brand. The result also reflects on the author’s opinion in the SWOT analysis in this thesis. Nordic food brands are quite rare in the Chinese market, there is a huge growth potential for Kesko. It is currently the only Nordic retail brand in the Chinese market, which means there are less similar competitors, meanwhile this situation also brings out the difficulty: it would be more challenging in the marketing process since there are limited amount of audiences who are interested and almost none previous experiences from other similar companies. Solving this difficulty would be the first step for Kesko in marketing itself.

**Question 9: Are you willing to purchase Finnish food products if you have the chance?**

![Figure 14 Analysis of impression towards Finnish food product](image)

Even if almost half of the participants never heard about any Finnish food products or brands, the result of Question 9 shows that the majority are willing to purchase Finnish food products if they get the chance to. This indicates Chinese consumer’s impression towards Finnish products are highly positive and the younger generation are more than willing to try new Finnish food products. There is an enormous potential for Finnish products in China, Kesko could greatly benefit from this potential if it uses this opportunity wisely.
Question 10: Have you heard about Nordic food safety standard?

![Pie chart showing responses to Question 10](image)

**Figure 15** Analysis of ever heard of Nordic food safety standard

The result of Question 10 is similar to Question 8. Since Nordic food brands are quite rare in the Chinese market, there is a limited amount of people who have heard of Nordic food safety standards. As the author mentioned in the SWOT analysis below in this thesis, it would be more challenging in the marketing process to marketing the food quality and food safety from Nordic countries, while this factor is the main reason why Chinese customers purchase foreign food products. It would be the key to Kesko’s success in China if they could introduce and promote Nordic food safety to Chinese buyers. Finding the correct marketing strategy to promote Nordic food safety is the most critical and primary task for Kesko.

**Question 11: What is your general impression of Nordic food safety standard?**

![Pie chart showing impressions](image)
Figure 16 Analysis of impression towards Nordic food safety standard.

The result demonstrates that only 4.66% participants have a negative impression towards Nordic food safety. It also supports the result found in the CFDA questionnaire that Chinese consumers have relatively low faith in domestic food safety and the main reason for them to buy imported food products is because of the food safety. It is quite well-known worldwide that the food safety regulations and laws are more strict and complete in the Nordic countries. Kesko should market food safety in its marketing campaign to tell Chinese consumers that Kesko food products are all made in Finland with Finnish ingredients and its high standards of food safety. The swan logo on Kesko food products packages is the most visible and easiest approach for Kesko to promote food safety.

Question 12: Will you prioritize Nordic food products during shopping process when other factors are exact the same?

![Pie chart showing the results of prioritizing Nordic food products](chart.png)

Figure 17 Analysis of prioritizing Nordic food products when shopping

Only 11.4% participants do not want to prioritize Nordic food products during the shopping process. The market for Finnish food products is enormous. As mentioned before, using Finnish flags in marketing and packaging to show the products are made in Finland. During the marketing process, Kesko should market Finland and Nordic food safety to-
together to show consumers that Kesko represents nature, non-polluted environment, organic and healthy food, in order to set Kesko as a high-end organic food store to attract consumers pursuit healthier lifestyles and value high quality foods. More detailed segmentation, targeting and positioning strategies for Kesko will be analyzed below in this thesis in the STP part.

**Question 13: Please describe freely of your opinion and thoughts towards Finnish food products.**

The last question of this questionnaire is an open question. Participants are allowed to leave any comments they want to express their thoughts about Finnish food products. There are 100 answers in total, a key word analysis is conducted to present in the chart only the most repeated words participants wrote down in their answers.

![Figure 18 Key words analysis](image)

The most repeated word is “healthy”. The second most repeated word is “quality” followed by the words “pure”, “non-pollution” and “safety”. Almost every answer in this question is positive. And the words “curious” also appeared multiple times. Generally speaking, the post-90s impression towards Finnish food products is highly positive. The growth potential for Kesko and consumers’ enthusiasm can be seen from the answers. In
addition, Kesko’s primary STP fits in Chinese consumers’ impression, its current marketing strategies also suit Chinese consumer’s buying behavior and expectation.

According to the expectations and needs those are gathered from the answers, it is an ideal option for Kesko to position itself as a high-end organic food store to attract consumers pursuit healthier lifestyles. At the same time, it should also promote the key words found in the answers in its marketing campaigns to satisfy Chinese consumers’ needs and wants for Kesko. Ultimately in order to achieve the goal of gaining market shares and enhance brand recognition in China.

4.1.2 PESTEL Analysis

**Political:** The newly revised food safety regulations were officially implemented on October 1, 2015, and the imported food market was more standardized. For example: China-South Korea Free Trade Agreement, China-Australia Free Trade Agreement and China New Zealand Free Trade Agreement, the imported food market is more open and liberal. The place of origin has become the most valued by consumers. Australian and New Zealand products featuring organic and healthy products are highly preferred by consumers. It is worth noting that in June 2015, China and Australia signed a free trade agreement, and currently more than 85% of Australian exports to China enjoy zero tariffs. (China FTA Network)

**Economic:** China is the second largest economy in the world. Residents' incomes are rising. Consumers are not satisfied with domestic foods anymore; the economic foundation has given imported food a great opportunity to develop rapidly. The RMB exchange rate fluctuates, the depreciation of the RMB could increase the import cost; the cross-border e-commerce tax reforms new policy, the value-added tax and the consumption tax would also have a significant impact on the price of imported food. (World Economic Outlook Database)

**Social:** The Chinese economic reform resulted in free trade and free market, Consumers' acceptance of imported foods has increased, consumers have become younger, and the younger generation are more likely to accept imported foods and the trending lifestyle could stimulate their consumption desire. (Loren 2008)

**Technological:** E-commerce expanded distribution channels, and the price of imported food has become more transparent, which forces dealers and retailers to reduce gross
profit margins. The advantage of e-commerce is obvious, and it has become an important channel for imported food. The rapid development of e-commerce has enabled imported food to have more extensive import channels and also provided consumers with a high-quality consumption platform.

E-commerce advantages include: first of all, it simplified the supply chain and reduce the intermediate cost. Secondly, it reaches the field that traditional high-end business cannot cover, the time and space for shopping is no longer limited. Last but not least, mobile devices rise more shopping convenience, cross-border shopping has become a unique highlight on mobile devices.

Kesko already have an online store on Tmall (the biggest online platform for imported food in China), this is a very positive start to enter the Chinese market.

Legal: CFDA (China Food and Drug Administration) and AQSIQ (General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China) and customs are the main authorities for imported food products. Food Safety Law; Import and Export Commodity Inspection Law, Entry and Exit Animal and Plant Quarantine Law, and Frontier Health and Quarantine Law are the four main laws and regulations regarding imported food in China. Import and export companies are supposed to fully understand the laws and regulations, accurately understand the customs policy provisions, strictly carry out food import and export business in accordance with the law, actively prevent and resolve food safety risks, in order to achieve a healthy and sustainable development of enterprises. (CFDA website)

Environmental: With the development of China's industrialization, natural resources have been severely damaged. The environmental protection concept has been popularly discussed about nowadays. Australian and New Zealand products featuring organic and healthy products are highly preferred by consumers. Chinese consumers have huge preference in natural and healthy products since food safety is the main reason for them to choose foreign food products. Thus, companies with “green” branding and positioning would be welcomed by Chinese customers. (Ding 2010)

Finland has always been participating in promoting environmental protection. The image of Finland and Finnish food products are very nature oriented, green and ecological toward Chinese consumers, which would be a highlight and sales point for Kesko.
4.1.3 SWOT Analysis

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Product quality</td>
<td>- Brand not well-known</td>
</tr>
<tr>
<td>- Food safety (EU standard)</td>
<td>- Late to the market</td>
</tr>
<tr>
<td>- Nordic image (green, nature, unpolluted)</td>
<td>- No fixed consumer groups</td>
</tr>
<tr>
<td>- Special products</td>
<td>- Small company scale</td>
</tr>
<tr>
<td></td>
<td>- Limited choice of products</td>
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<td>- Limited purchase method</td>
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<table>
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<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Large potential consumer group (for everyone)</td>
<td>- Lots of international competitors</td>
</tr>
<tr>
<td>- Only a few Nordic brands in the market</td>
<td>- Competitors are already well-known</td>
</tr>
<tr>
<td>- Huge development potential</td>
<td>- Only in E-commence, no physical stores</td>
</tr>
<tr>
<td>- Already in the E-commence platform</td>
<td>- Lack of previous experience and knowledge in the Chinese market</td>
</tr>
<tr>
<td>- Finland &amp; China cooperation more intense</td>
<td>- Target market shrinks and revenues decrease</td>
</tr>
</tbody>
</table>

**Figure 19** SWOT analysis for Kesko

The main reason for Chinese consumers to choose imported food products is because of the product quality. Thus, Kesko gains its competitive edge for the highest Nordic food safety standard. Chinese’s impression towards Finland is also quite positive since its image is all about green, no-pollution and nature oriented. This would also make Kesko stand out from other brands. When it comes to branding and positioning, Kesko should imitate Australian and New Zealand food brands in order to highlight its strength.

However, Kesko is a considerably new brand to Chinese consumers, it just entered the Chinese market recently. In addition, the company scale is smaller compared to other international brands like Nestle or big retail supermarkets like Walmart, both of them have entered the Chinese market a long time ago. Big companies have gained the majority of market shares. Furthermore, there is no physical store for Kesko yet, which makes it
less accessible for elderly consumers who do not know how to shop online. Furthermore, the product range Kesko is able to provide is also quite limited due to the company scale. Consequently, it would be more challenging to compete with big brands. Considering that Kesko is the first group of Nordic/Finnish brands entering the Chinese market, all the previous experience and knowledge are limited to some extent. The Chinese market itself has been shrinking and the revenues have been decreasing.

As for opportunities, Kesko has a broad potential consumer group since its products are designed for everyone. It is currently the only Nordic retail brand in the market. Moreover, Kesko chose the most popular and efficient e-commerce platform to establish the base, which is a positive start. Equally important, the cooperation between Finland and China has been more intense due to many political reasons, which provides a great opportunity for Kesko to benefit from the cooperation.

4.1.4 Customer Analysis

China's consumer groups are very different. According to current market research, the mainstream consumer groups with the most market value are still the Post-80s (the generation born in the 80s) and the Post-90s. Understanding the characteristics of this consumer group is the basis for marketing.

The post-80s generation consumers’ psychological characteristics can be attributed to three aspects: optimistic consumerism, dare to take risks, and consumption purposes emphasize on the pursuit of happiness and enjoyment of life, rather than the traditional way "sense of achievement." They pay attention to the embodiment of personal value, while attention to relationship consumption and emotional consumption is reduced. They value brands, fashion, and are willing to pay for it, the interpretation towards low-priced products may no longer "cost-effective", but "not classy enough." Marketers should formulate corresponding marketing strategies for post-80s, highlighting enjoying life, personal value realization, quality and class. (Ding 2010)

The post-90s generation: Due to the influence of internet, they have their own culture, own values, and they grow up with a full involvement of Internet. It is precisely because of the society and marketing environment in which they have grown up in that have changed greatly, their beliefs, values, especially consumer attitudes and psychological characteristics are totally different. The post-90’s consumption characteristic is to convert a certain consumption feeling into consumption value. Their requirements for the
emotional and symbolic value of the goods have already surpassed the material value and use value of the goods or services themselves. The biggest difference would be the purchase method, they prefer online shopping. In view of the characteristics of consumer psychology of the post-90s generation, enterprises should pay attention to interactive experience marketing, personalized limited marketing and self-style online shopping. (Ding 2010)

The millennials are not yet the main force of consumption, but their influence is increasing. The biggest feature of this generation is that their parents grew up without financial burden, with unlimited choices of commodities. Because of this, the millennials pursue brands and luxury, and their parents also do their best to meet their needs. They may be the first generation in China to have a brand consumption concept. Therefore, the millennials’ consumption trend is bound to be a fashion shopping method that pursues luxury quality and shopping method convenience. (Ibid.)

These three groups are more loyal to the brands. They are more willing to try new products. They are more emotional and less concerned about money. They are full of confidence in their future economic status, therefore more willing to spend.

4.1.5 Competitor Analysis

Tmall Global is the most popular platform for foreign brands to establish their online store. It is mainly for Chinese consumers directly purchasing overseas imported products. In order to compare with Kesko, two competitors with similar products as Kesko are chosen to be analyzed in this section. Both of them are international retail supermarket.

Costco: Costco Wholesale Corporation is the second largest retailer in the United States, the seventh largest retailer in the world, and the largest chain membership store in the US. In October 2014, it officially announced the cooperation with Alibaba Group to open its official flagship store in its famous e-commerce platform Tmall global to promote its own products such as food and health products to the Chinese market. Costco received 10,000 orders at the opening ceremony of the first two days. It set the Guinness World Record for selling 7,238 tons of mixed nuts on the Global Shopping Festival on 11st of November in 2015. (Costco Annual Report)

As one of the earliest international brands establishing an online store on Tmall. Costco has gained great market shares and brand recognition. It opened its physical outlet in
Shanghai in August 2019. It was a huge success, on the day of opening, the store had to shut down early due to too many customers. (Bain 2016)

Costco provides mainly foods and healthy supplements. The prices are very competitive comparing to other foreign brands, and the Costco brand itself is very well-known globally speaking. It is also one of brands to offer a virtual-reality shopping experience in Tmall’s Buy+ initiative (the first complete VR shopping experience). The main target consumer group for Costco are younger generation who pursuit healthier lifestyles and convenient new shopping methods. (Bain 2016)

**Metro:** is a German wholesale group, which ranks the fourth-largest retailers in the world. Metro already has 92 physical stores in 58 Chinese cities, it officially entered the Chinese market in 1996. Metro opened its online store on Tmall in 2015. The advantages for Metro are that it is very well-known and recognized brand in China, it has more experience in this market. With a huge product range, Metro’s target consumer groups are also quite wide. One of the reasons why Metro stands out from other brands is that it strongly promotes Made-in-Germany quality and the EU standard food safety standard in its marketing, which is a success, since Chinese customers has a preference for the EU products and Germany is known for being strict in food safety. One special strategy for Metro is that only members can shop in their stores, if the consumers are not members, they are not allowed to purchase. It is an efficient method to gain brand loyalty from consumers, however it is very unpopular for the younger generation, many think it is too much work to apply for membership and the younger generation has relatively lower brand loyalty in China. But it is very welcomed by private corporate owners, the main consumer group for Metro is private cooperate customer. Metro’s shopping receipts are the same size as an A4 paper, which clearly indicates the purchase history, name, and address. It also provides official tax receipt for corporate consumers, which makes accounting and reimbursement for companies much easier. That is why many private companies want to purchase in Metro. Metro has a data analysis system to analyze consumer shopping habit, for example, when approaching lunar new year, Metro would analyze consumers’ shopping history and habit to make personalized messages to send out to every customer. For companies, Metro would send a manager to visit cooperate company to provide special offers. With this strategy, Metro is favored by the older generation and companies mainly. (Metro.cn)
4.2 Kesko’s STP

As for Kesko segmentation, since the only store now is an online store, every customer with Internet would be able to access the store no matter which Chinese city they are from. There is no need to for geographical segmentation, however, the main target consumer groups for Kesko should be consumers from first tier cities. Because relatively speaking, residents in first tire cities in China normally have higher income, better education background and more willing to try foreign and new brands. The segmentation according to age is required. Based on age, the segments are Post-60s and 70s, Post-80s, Post-90s and the millennials. These four segments are the main consumers in the current Chinese market. (Bowen 1998)

**Niche marketing strategy** is adapted for Kesko in targeting. Two segments are chosen to be the core targets. As the author mentioned before, the mainstream consumer groups with the most market value is the younger generation in China. The Post-80s and the Post-90s from first tier cities should be the main focus for Kesko. (Dibb 2016)

**The Post-80s** tend to have a steadier income and are willing to spend for the product quality, and they are more likely to purchase foreign food products for their children for food safety reasons. For example, the target group for baby food should be Post-80s. Based on the result of CFDA questionnaire, respondents’ age between 31-50 prefer imported food from the EU. The EU food products are also comparably pricier, while this age group is able to afford and willing to purchase despite the price. Post-80s also like to purchase for their parents, since the parents for Post-80s barely know how to shop online and the parents has preference in the EU products. Products like health supplements, healthy food such as cereal, oat meals should also target the Post-80s. (Ding 2010)

**The Post-90s**, they accept foreign brands and products faster than any other groups, they are also the fastest to try a new brand. They have a wide range of taste in foods, their main interests are snacks like chocolate and sweets. Buying imported food products is not only for food safety reason, but also a fashionable way living for the Post-90s. In addition, they favor online shopping, an online store is the ideal option for them. However, in order to stand out from other online stores, Kesko should focus their strategy on interactive expe-
rience marketing, personalized limited marketing and self-style online shopping. For instance, Costco’s VR shopping experience is a successful example for attracting the Post-90s customers. (Ding 2010)

**Product differentiation** is an efficient strategy to highlight the significant differentiation from the opponent, it is suitable for brands that are relatively saturated in the market and brands that started business later than competitors. A competing product or brand that can be targeted is a must-have for the logic of this positioning, preferably the largest and most well-known competitor in the industry, so that your opposition is valuable. Find the most unique advantage for your own product that the competitor is lack of or not good at. (Beath 1991)

As mentioned earlier, the biggest competitors for Kesko at present is Costco and Metro. In order to stand out from them, Kesko should find its unique advantages that none of the competitors have. In this case, the biggest assets for Kesko are Made-in-Finland and Nordic food safety standard. Putting the “swan” logo on the packages of the products is definitely a method to stand out. Marketer should also promote unpolluted nature and Nordic food safety standard as the highest standard in the world on the online store to attract potential consumers. Kesko is also supposed to learn from New Zealand or Australian food product corporation due to shared similarities. Furthermore, Kesko’s target customers are upper middle class and above, consequently, the company image will be high-end Nordic food enterprise, which sells organic, green and natural products and promotes healthier lifestyles. (Ibid.)
4.3 Kesko’s Marketing Mix

Product: A product is everything that can be offered to the market to attract people's attention, in order to satisfy a certain desire or need. As a retail enterprise, all the factors that can bring value to the company heavily rely on the products being sold. Whether the products can be sold at a satisfactory price is a decisive criterion for determining whether the company is profitable or in line with corporate strategy. Present-day Chinese consumers are more quality oriented, while Kesko provides food products only made in Finland with Finnish ingredients and Nordic food safety standards. Furthermore, many Chinese consumers pursue healthy lifestyle by eating healthier, Kesko’s products are mainly healthy food such as oat meals, cereal, milk and dried berries which meets Chinese customers’ needs and preferences. Additionally, the dairy products in Kesko are lactose free, and 90% Chinese are lactose intolerant according to research, which indicates Kesko fully understands its customers. (Kotler 2000)
Price: In the marketing mix, price is the only factor that generates revenue, while other factors can only be represented as costs. Price is also the most flexible factor in the marketing mix, and consumers are more sensitive to price changes than any other factors. Therefore, price competition is the fiercest in the retail industry. For the purpose of expanding sales, Kesko has many package deals on its website, for instance, two bags of chocolate cookies for 88 RMB, this is not only a Mantissa pricing strategy to make consumer feel the products are cheaper psychologically, but also 88 is a lucky number in Chinese culture. (Dibb 2016)

However, the pricing is relatively higher comparing to other companies in the industries, Kesko ought to consider reducing the price. The party who ultimately pays for the product is the users. In the buyer's market, the user has a decisive role in the pricing process. Therefore, marketers are required to have an insight into the user's expectations of price. At this point, there are two important issues to consider:

- User price is subject to an upper limit;

- User prices bear the lower limit.

Price Sensitivity Meter (PSM) is an important method to study the price expected by users. PSM measures customer satisfaction and acceptance of different prices, it also conducts test research on the price of products that customers think is appropriate. Methods such as graphs, bubble plots, and normal distribution maps provide an important reference for customers to determine the suitable price for a product or service. It is recommended for Kesko to research consumers’ expectations by sending out questionnaires or organize events to allow consumers to set the price for products or bid on a certain product, by participating in this event, users are awarded with coupons. (Roll, O, Achterberg, LH and Herbert, KG 2010)

Whether a product is competitive in the market depends largely on whether it can stand out among many competitors, and the price is the most prominent feature. While setting the price, Kesko should also regard competitors’ prices as references. For instance, Costco provides a variety of oat meals and breakfast food as well, for the purpose of being favored by potential buyers, setting a comparatively lower price would keep Kesko at a competitive edge.
**Promotion:** It means informative communication between seller and potential buyers or other involved personnel during the process. The intention is to influence the attitude and behavior of buyers. Kesko also actively participated in Tmall’s campaigns, such as 11 of November Singles’ Day Sales in order to attract more potential buyers and promote the brand. Besides, Kesko offers coupons when users become a membership in the online store, also during some festivals to encourage consumption volume.

A large proportion of promotions are advertising promotions. Advertising promotions generally last a limited period of time, and the purpose of advertising is often to motivate certain short-term behaviors, so sales promotions can be used as a supplement to other promotional methods. Due to the fierce competition in the retail industry, most retailers use for example, discounts, coupons to attract customers, which makes customers become highly sensitive to price increases, and this may also lead to customers' unstable loyalty to products. Discounts, coupons and other tools reduce the cost for customers, which increase the cost of the product. As a result of limited time sales events, the sales volume would highly likely to return to the starting point once the campaign ends. Overall, Kesko should set a more competitive initial price to appear more attraction towards potential consumers.

**Place:** Kesko’s main stronghold is its online store on Tmall, which allows Kesko to be able to deliver within the whole mainland China.

Multimedia and corresponding software programming technology to design the sales page of products are heavily used in e-commerce business transactions, such as vivid video, animation technology or additional information such as text or sound to introduce the product more comprehensively. In addition, e-commerce also enables consumers to purchase most desirable products at a lower price and with less time spent, which greatly improves user satisfaction. Shopping is no longer be limited by time and space. When purchasing goods or services, besides paying the cost of money, time, energy and learning are also heavily involved. Various of payment methods and fast logistics are the main reasons why online shopping is so popular in China. Chinese customers value their personal shopping experience, especially Post-80s and Post-90s generations prefer to be involved in the shopping process. For Kesko, marketer should implement more interactive marketing strategy. Costco’s VR shopping experience is a positive example to learn from with the purpose of attracting younger generation buyers.
4.4 Marketing strategy

Localization Strategy: All business activities of retail enterprises are based on consumers, rather than on the preferences and habits of the company itself. The strategies of enterprises must be changed according to customer demand. The essence of localization is actually the process in which multinational corporations integrate all aspects of production, marketing, management and personnel into the economic trajectory of the host country. It is beneficial to multinational corporations to reduce the high cost of dispatching personnel and goods from overseas. It also promotes foreign companies to harmoniously coexist with local society, culture and customs. Additionally, it not only helps to ensure the economic security of the host country, increase local employment opportunities, but also increase the opportunities that companies get the local government's support to a large extent. (Sigh 2011)

The taste of food products, the eating habits between Finnish and Chinese are extremely different. For example, Chinese do not consume bread as much as Finnish in their diet, many do not even know how to eat Finnish bread, considering butter and cheese are not heavily used in Chinese cuisine. In this case, Finnish bread may not be a popular product for Chinese consumers. Understanding Chinese consumers’ needs and preferences are especially critical for Kesko to grow in the Chinese market. Besides, Chinese consumers’ shopping habit is particularly different, online shopping is the main approach for most of consumers, which means enterprises need to implement suitable marketing strategy in the shopping process. The following marketing strategy is primarily focused on shopping method. (Ibid.)

Experience marketing: By adopting the means for the target customers to observe, listen, and try, consumers are able to experience the products or services provided by the enterprise, and customers can actually perceive the quality or performance of the product or service, thereby promoting the customer's recognition, preference and purchase. (Rose& Johnson 2015)

As mentioned before, Chinese customers value their personal shopping experience, especially the Post-80s and Post-90s generations prefer to be fully involved in the purchase process. By implementing experience marketing, buyers from younger generations are easily attracted. Costco’s VR shopping experience is a positive example.
For Kesko, creating a campaign called “a very Finnish day” by inviting young and popular food bloggers is an ideal way to implement experience marketing. Three Finnish meals are prepared for bloggers with Kesko’s food products to allow them to experience the Finnish food culture. Bloggers would create content online for Kesko, recommend its products and marketing for Kesko. Marketer could seek for cooperation from Finnish embassy in China, or more well-known Finnish brands to sponsor campaign, such as Moomin and Iittala. The table set could be Moomin or Iittala to promote multiple brands at the same time. (Ibid.)

**Social media marketing:** Chinese consumers use different social media than westerners. Weibo is the main marketing tool, creating a Weibo account with attractive advertising is the first step to successful social media marketing in China. Besides, WeChat is the main communication method for Chinese, enterprises are able to create WeChat official accounts to send out advertising to its followers. Consumers are also able to purchase through WeChat official accounts. What’s more, the most popular social media for Chinese now is TikTok, many brands sponsor popular TikTok users to promote their products by creating appealing videos content. However, the most efficient approach to sell products in China now is by live streaming. There are about 10 different live stream platforms in China, all of them are connected with Taobao or Tmall (the sales platform). In this way, audiences are able to purchase the products directly while watching the live stream. Celebrity effect is the key to successful live steam sales. Kesko could hire popular live streamers to recommend Kesko’s products during live stream sales, huge discounts can be applied during the sale process with a time limitation to stimulate potential buyers’ purchasing desire. Due to the comprehensive e-commerce, logistics and all kinds of conveniences, online shopping is the most popular method for Chinese consumers, enterprises should also implement proper marketing strategies by taking Chinese consumers’ buyer behaviors into consideration. (Felix, R., Rauschnabel, P.A.; Hinsch, C. 2016)
4.5 Marketing Plan

By summarizing all the above sub-sections, we have conducted a comprehensive marketing plan. Here is a precise briefing of the marketing plan:

**STP**: The Niche marketing strategy is adapted for Kesko in targeting. Two segments are chosen to be the core targets: The Post-80s and the Post-90s consumers from first tier cities, mainly upper middle class and above. Consequently, Kesko should position itself as a high-end food retail store in China. Marketer should also promote the unpolluted nature and the Nordic food safety standard to support Kesko’s positioning as a high-end enterprise. Product differentiation is an efficient strategy to highlight the significant differentiation from the opponent. The biggest assets for Kesko are Made-in-Finland and the Nordic food safety standard. Putting the “swan” or “Made in Finland” logo on the packages an approach to stand out.

**Marketing Mix**: Kesko provides healthy food products only made in Finland with Finnish ingredients and Nordic food safety standards. Mantissa pricing strategy is heavily used by Kesko to convince consumers psychologically that the products are cheaper. Kesko also intensively applied number 6 and 8 in pricing due to the lucky number culture in China. However, the prices for Kesko’s products are relatively higher comparing to other companies in the industry, Kesko ought to consider about reducing the price. Price Sensitivity Meter (PSM) is a necessary method to study the price expected by users. By sending out some questionnaires or organizing an event would help Kesko to understand consumers’ expectation in price better. For example, allow consumers to set the price for products or bid on a certain product, by participating in this event, users are awarded with coupons. In addition, Kesko should regard competitors’ prices as references. Kesko also actively participated in Tmall’s campaigns, such as 11st of November Singles’ Day Sales. Besides, Kesko offers coupons when users become a membership in its online store, also during some festivals to attract more protentional buyers. Kesko’s main stronghold is its online store on Tmall, which allows Kesko to be able to deliver within the whole mainland China. Online shopping is the most welcome method among Chinese consumers. Chinese consumers also prefer to be fully and actively involved in the shopping process. Marketers for Kesko should implement more interactive marketing strategy.
**Marketing Strategy:** Localization strategy: Understanding Chinese customers’ needs and preferences are especially critical for Kesko’s success in the Chinese market. Besides, Chinese consumers’ shopping habits are particularly different, online shopping is the most welcomed method for the majority of buyers, which means enterprises ought to implement suitable marketing strategy in the shopping process.

In order to attract the main target consumers, experience marketing strategy is a critical method. A marketing event named “a very Finnish day” is designed to marketing Kesko’s products by inviting young and popular food bloggers for three Finnish meals (all the ingredients are from Kesko’s food products). In this way, bloggers and audiences could experience the Finnish food culture in a better and deeper level. Bloggers would create content online to advertise for Kesko while marketers should also seek for cooperation from the Finnish embassy in China, or from more well-known Finnish brands to sponsor the campaign, such as Moomin and Iittala. The table set could be Moomin or littala, in order to promote multiple brands at the same time.

Social media marketing:

- Weibo: creating an account with attractive advertising is the first step to successful social media marketing in China.

- WeChat: Enterprises are able to create WeChat official accounts to send out advertising to its followers. Consumers are also able to purchase through WeChat official accounts.

- TikTok: Kesko could sponsor popular TikTok users (mainly food bloggers) to promote their products by creating appealing videos content.

- Live stream sales: the celebrity effect is the key to successful live steam sales. Kesko could hire popular live streamers to recommend Kesko’s products during live stream sales, huge discounts can be applied during the sale process with a time limitation to stimulate potential buyers’ purchasing desire.
5. CONCLUSION

The rapidly growing the Chinese market has become a competitive arena for multinational companies from various fields. The competition in the retail industry is increasingly fierce. Traditional marketing theories and marketing methods are no longer suitable for the development requirements of modern enterprises. In order to improve the ability of enterprises to cope with the current market, enhance the overall competitiveness of enterprises, and bring into play the synergy effect of enterprises, marketers must rationally allocate enterprise resources and re-engineer more practical and effective marketing strategies to gain competitive advantage.

Through the research on the marketing plan for Kesko, this paper summarizes the status quo and characteristics of imported food market in China, analyzes the favorable and unfavorable factors affecting the development of the Chinese imported food market. A thorough analysis of Chinese consumers was made in order to understand the target customers’ demands and preferences better. A SWOT analysis for Kesko and PESTEL analysis of the Chinese market were conducted, on this basis, the paper focuses on the STP theory and 4P theory, analyzes the marketing strategy for Kesko from the positioning and marketing mix perspective. This paper also compares and analyzes the marketing strategies of competitors such as Costco and Metro, together with a briefly introduction of possible improvements and marketing strategy implementation plan for Kesko.

Findings and suggestions:

First of all, the differences between Chinese and Finnish cultures and markets caused the great difficulties for Kesko to enter the Chinese market. In this circumstance, the relationship between customers and Kesko is particularly important. In a customer-oriented industry, such as the retail industry, companies ought to intensively communicate with customers, always think from customers’ perspectives and understand consumers from all kinds of aspects. Consequently, enterprises would be able to achieve a win-win situation and retain customers’ loyalty in the long run. Moreover, there is no consistently correct marketing strategy. Marketing strategies change according to the changing market situation. Kesko should follow the Chinese market trends intensively, and always be ready to make changes accordingly. At the same time, Kesko should also focus on innovation in order to stand out from competitors.
Secondly, the biggest difference in Chinese consumers is their shopping habit, the majority of Chinese consumers prefer online shopping, Kesko already understood this difference and chose the most efficient way to open its first store as an online store which enables Kesko to reach out to every potential customer in mainland China. However, another huge difference is Chinese customers’ preferences during online shopping, Chinese consumers like to be fully and actively involved in their shopping process, in addition, new technologies, social medias and new shopping methods are warmly welcomed by Chinese buyers. Kesko needs to develop and implement more interactive experience marketing strategies to make its potential consumers feel unique and special. Hence, consumer loyalty and brand recognition would be greatly improved.

Thirdly, Chinese consumers opinions towards imported food are highly positive, especially for food products from Europe. Furthermore, Finland as a country, its image in Chinese consumers’ opinion is all about nature, green, and non-pollution. This also fits the brand image for Kesko, as Kesko positions itself as a high-end healthy food retail store in China. With a proper marketing strategy to promote Nordic food safety standards and Finnish food products, the potential for Kesko is enormous. Besides, the cooperation in business between China and Finland is getting increasingly intensive, Kesko shall take advantage of these opportunities to expand its business to China successfully and profitably.

**Areas for further exploration:**

There will be more Nordic or Finnish food brands to enter the Chinese market in the future, Kesko’s strategies would be easily imitated or copied. Its advantages would be quickly weakening when there are more similar competitors in the market. Thus, Kesko not only needs to build brand loyalty and recognition, but also needs to discover better strategies and develop unique advantages that others would not able to copy or imitate.

In order to improve sales performance, Kesko as a retail store, heavily relies on promotion, and partly relied on the assistance of the marketing strategies developed in this thesis. Implementing new marketing strategies and marketing events require a considerable amount of capitals. How can Kesko innovate in marketing in the future with a limited budget is an interesting topic to explore.
The constant changing business model requires Kesko to have its own core competitiveness, in order to achieve sustainable development. From Finland to China, the future development for Kesko is uncertain due to plentiful risks, intensive competition and the changing market. No life cycle of the business model lasts forever, changes need to be made for Kesko every step of the way.
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Questionnaire of Chinese consumers’ opinion towards Finnish food products (Translated into English)

1. Gender
   a) Male
   b) Female
   c) Other

2. Age
   a) Below 20 years old
   b) 20-30 years old
   c) 30-40 years old
   d) Over 40 years old

3. Do you buy imported food?
   a) Yes
   b) No

4. Where do you purchase imported food products? (multiple choices)
   a) Online
   b) Flagship stores
   c) Supermarkets

5. What are the factors you mainly consider when purchasing imported food products? (multiple choice)
   a) Brand
   b) Price
   c) Country of origin
   d) Raw material
   e) Convenience of shopping (eg. logistics)
   f) Quality

6. What are the main channels for you to get information of imported food products? (multiple choice)
   a) E-commerce platform
   b) Friends’ recommendation
   c) Wechat official account/ Weibo/ Tik Tok / Social medias
   d) Celebrities and social media influencers
   e) Search for information by myself
   f) Advertisement

7. What is your general impression of Finland as a country?
APPENDIX 1

a) Positive
b) Neutral
c) Negative
d) Don’t know much about Finland

8. Have you ever heard of any food products from Finland?
a) Yes
b) No

9. Are you willing to purchase Finnish food products if you have the chance?
a) Yes
b) No
c) Not sure

10. Have you heard about Nordic food safety standard?
a) Yes
b) No

11. What is your general impression of Nordic food safety standard?
a) Positive
b) Neutral
c) Negative
d) Never heard about it

12. Will you prioritize Nordic food products during shopping process when other factors are exact the same?
a) Yes
b) No
c) Not sure

13. Please describe freely of your opinion and thoughts towards Finnish food products
Original questionnaire in Chinese

中国消费者对芬兰食品的印象

1. 性别
a) 男
b) 女
c) 其他

2. 年龄
a) 20 岁以下
b) 20-30 岁
c) 30-40 岁
d) 40 岁以上

3. 你会购买进口食品吗？
a) 会
b) 不会

4. 您购买进口食品的场所（多选题）
a) 网购
b) 旗舰店
c) 超市

5. 你购买进口食品时主要考虑（多选题）
a) 品牌
b) 价格
c) 原产地
d) 原材料
e) 购买方便度（物流等）
f) 食品品质和质量

6. 您被种草（推荐）进口食品的主要渠道是（多选题）
a) 网购平台
b) 熟人推荐
c) 微信公众号/微博/抖音等社交媒体陌生人推荐
d) 明星/红人推荐
e) 自己搜索
f) 广告了解
7. 您对芬兰这个国家有什么印象
   a) 较为良好的印象
   b) 一般的印象
   c) 印象不太好
   d) 对芬兰不了解

8. 您听说过来自芬兰的食品品牌吗？
   a) 有
   b) 没有

9. 如果有机会的话，您会尝试购买芬兰食品吗？
   a) 会
   b) 不会
   c) 不确定

10. 您听说过北欧食品安全标准吗？
    a) 听说过
    b) 没听说过

11. 您对北欧食品安全标准有什么看法？
    a) 很好的印象
    b) 一般的印象
    c) 印象不太好
    d) 没听说过

12. 在其他因素相同的情况下，您会优先考虑欧盟或者北欧的进口食品吗？
    a) 会
    b) 不会
    c) 不确定

13. 请问您对芬兰食品有什么印象和想法