



Expertise
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Developing a Marketing Plan for LNGTainer Oy

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Thesis

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<p>Abstract:</p> <p>The aim of this thesis was to create a marketing plan for LNGTainer Oy for their new product LNG ISO Containers. LNGtainer has invented a new solution for LNG Transportation that has been patented worldwide. In order to reach out to the customers who currently use the conventional containers, LNGtainer Oy required a marketing plan which would help to establish its market presence and gain a market share in LNG container market by increasing its sales.</p> <p>The thesis was done using the Action research approach. Data for the current state analysis included the primary and secondary data that was gathered from energy sector professional reports, related marketing materials in printed and electronic versions, and by interviewing the stakeholders. Internal LNGTainer management documents such as Business Plan and Technical manual, as well as industry standards such as ISO 9001 quality manual, were also used for the current state analysis. Also, the survey and interviews were conducted with the target audience being the top management of LNGTainer and the targeted potential customers.</p> <p>The Theoretical part of the thesis focused on Marketing Strategy, SOSTAC, and Marketing Mix for formulating the conceptual framework for building the proposal.</p> <p>The outcome of this thesis is a marketing plan, which spells out how the planned marketing will be turned into specific actions. The Marketing plan was based on SOSTAC model and Marketing mix. The proposed plan describes various activities that can be done as part of marketing communication. The plan also includes various tactics and control measures</p>	
Keywords	Marketing Plan, B2B Marketing, Social Media, Marketing Mix, SOSTAC

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1 Introduction:

The marketing plan is the central instrument for directing and coordinating the marketing effort (Kotler & Keller 2009). In other words, the objectives set in the marketing plan should be realistic and should have measurable metrics if possible and provide direction and focus for a brand, product or company. Marketing Objectives should also help guide and motivate the employees and provide its managers reference points for evaluating the firm's marketing actions.

1.1 Description of Business

LNGTainer is a multi-discipline Finnish Engineering company established in 2011, by the Finnish engineer and inventor Tom Sommardal. LNGTainer has patented its innovation. The huge potential of the LNGTainer System and the almost unlimited growth potential of the worldwide LNG market makes LNGTainer Ltd one of the most interesting energy solution companies from an investment perspective.

LNG is the most likely energy source to replace the heavy fuel oil, diesel oil and petrol in combustion engines used by vessels and vehicles globally. LNG will probably replace coal in power stations, too. The LNGTainer container, an ISO 40' container has the world's largest cargo capacity for moving and storing LNG, offering the best weight cargo ratio in the business, in a safe and durable design. LNGTainer has patented their unique design and technology.

Normally, the conventional LNG ISO containers are built having the thick inner pressure vessel with a weight of 5 to 6 tons of stainless steel and a thin outer shell, with an insulation material and vacuum in between the shells. Since the inner shell is heavy it is usually secured to the frame, which creates joints, these joints are prone to develop cracks due to the vibration (while transporting) and in turn resulting vacuum loss and heat seeping into the inner tank. Also, when filling up the inner tank with cold LNG which is at -164 degree, more than 15% of the LNG is vaporised as boil off due to the fact it takes more energy to cool the 5 to 6 tons steel of inner tank.

Whereas in LNGTainer's case, the uniqueness of their new tank container and what provides a basis for the advanced design is the fact that the insulation has been moved from the outside of the cryogenic tanks to the inside. In other words, the inner tank is thin shell made from unique stainless steel which weighs less than 500 kilos and the outer tank is the pressure vessel, with a special insulation material and vacuum in between the shells, therefore it requires less energy to cool the lighter inner tank than the conventional containers. This idea of

innovative/transformative technology gives LNGtainer the edge over the competition and transform the way of how the LNG transport business. The idea of how LNGTainer container is designed is depicted in the below picture.

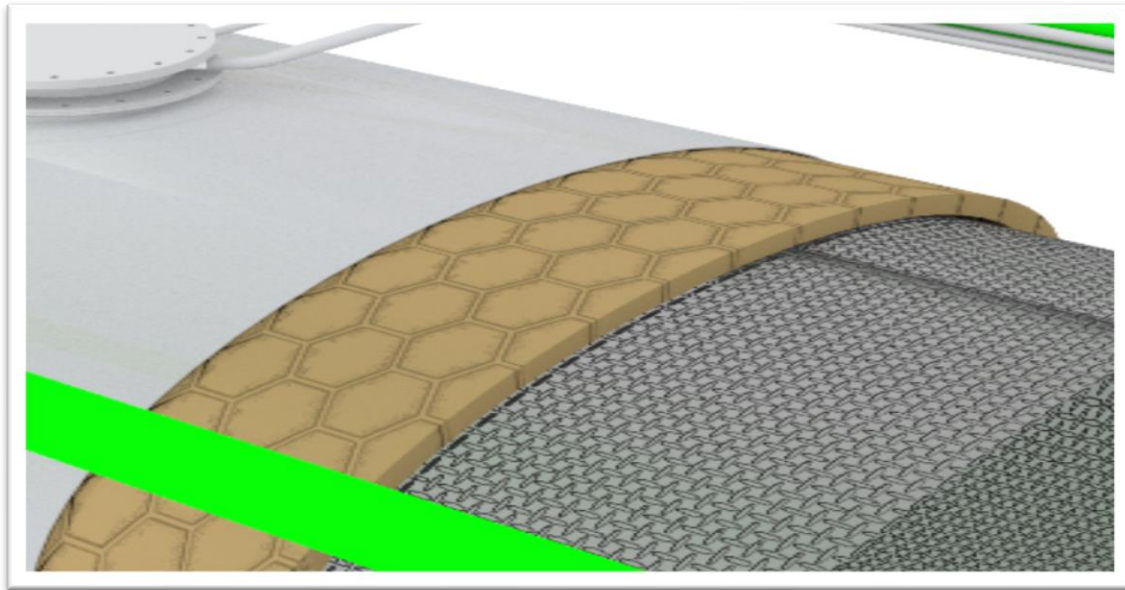


Figure 1: LNGTainer container design picture Source: LNGTainer Oy.

1.2 The Business Challenge, Thesis Objectives and Outcome of the Thesis

LNGTainer does not have a robust well-defined marketing plan for their new innovative solution, LNGtainer needs to develop a strategy in order to generate interest among the potential customers about creating awareness about their new innovative product. Hence, the main challenge is to attract customers who are currently using conventional containers to switch to LNGTainer containers and to create the market presence and increase its market share.

The goal of this thesis is to create an efficient, robust marketing plan for LNGTainer, while creating this marketing plan factors like size of the company, area in which LNGTainer is planning to operate and what are its business goal is been considered.

The outcome of this thesis is a proposal of marketing plan proposal for LNGTainer Ltd. to acquire new customers in a more efficient and effective way. The marketing plan aims to give future recommendations on which direction marketing should be taken in the company. The proposed plan for LNGTainer Ltd. should help to gain more visibility and increase brand knowledge amongst the target market, educate customers, increase market share, increase sales, revenue and profit.

2 Structure of Thesis:

This thesis starts by presenting the background and brief introduction of LNGTainer and its product its current views and its approach in handling the marketing are assessed. The introduction is followed by defining the business problem, the thesis objective, and Thesis outline. The Applied research method is used in developing this thesis, Data for the current state analysis or theoretical data was assimilated by reading Energy sector professional reports and subject matter related marketing materials both in form of print and electronic versions. LNG-Tainer management documents like ISO 9001 quality manual, Business Plan and Technical manual was also used as source to gather data for current state analysis, Survey and interviews were conducted, target audience being the top management of LNGtainer and the targeted potential customers, wherever the literature sources, such as books, websites are used, references are listed in reference part of the thesis accordingly.

The reference system used in this thesis is that of Harvard system of referencing and follows the structure of Gate model and the thesis guidelines of Business Research and development method course instructions (Collins, 2018) of Metropolia University of Applied Science.

Some parts of the thesis have been omitted from the published version for confidentiality reasons, the parts which are omitted are about the pricing structure of the container and the cost budgeting for marketing.

2. 1 Research Design

The thesis was done by adopting the Gate Model, the applied research method is used in developing this thesis. The research design starts with the objective, followed by the Current State Analysis of the current market practices at LNGTainer Oy. The findings from CSA were used to understand the current marketing situation of LNGTainer and the steps needed to be taken to improve it, also to get better understanding of the Current Situation of LNGTainer, Value Proposition, SWOT and PEST Analysis are examined.

As depicted in the Figure 2 below, CSA is followed by conceptual framework, where in theoretical aspects related to marketing process, understanding the marketplace and consumers, customer driven strategy and market mix is studied and identified, This also helps to understand the best practices which needs to be followed and the same can be recommended to LNGTainer. This logic of research design also facilitates to gather knowledge about deriving at possible strategies and techniques to acquire new customers, lead generation and management. The conceptual framework also helps to find out ways to adopt the methods of analysis and implementing tools for marketing plan.

The proposal is the new marketing plan for LNGTainer oy. The plan is based up on the customer driven strategy and market mix analysis where all aspects are identified from the current situation of the case organisation which has been analysed and merged with the suggestions from literature for building the proposal.

Hence, the research part analyses the current marketing practices and strategies of LNG-Tainer, while emphasising on the development part to access and investigate the shortfalls present in the current marketing plan of LNGTainer and propose the improvements in the new marketing plan.

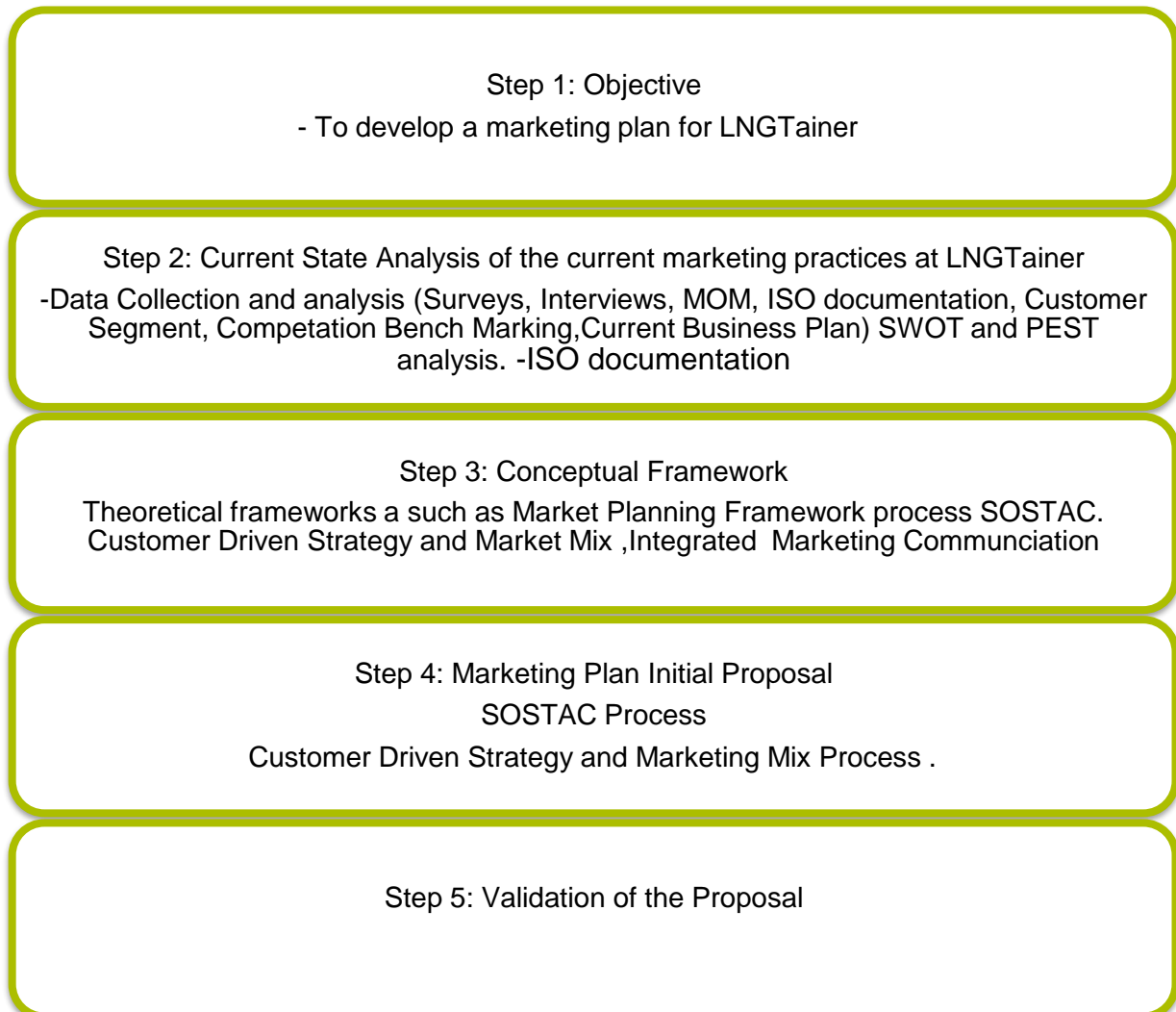


Figure 2: Research Design of this thesis.

2.2 Data Collection:

Data for the current state analysis was assimilated by reading energy sector professional reports and subject matter related marketing materials both in form of print and electronic versions. LNGTainer management documents like ISO 9001 quality manual, business plan and technical manual was used as source to gather data for current state analysis, also survey and interviews were conducted, target audience being the top management of LNGTainer and the targeted potential customers. The in-depth individual personal interviews were conducted since it is one of the best approaches to collect the primary data where in the quality of the data which could be collected is of excellent quality, it also provides more precise and valuable information. The duration of the interviews was around 60 to 90 minutes in two sessions, where in the research questions were asked to explore the current issues at LNGTainer in the current situation like, about its product development, customers, competition and its marketing plan. The target group with the 3 key stakeholders and 4 potential customers. The three key stakeholders including the CEO and the Sales and marketing director also participated in proposal building and validation of the proposed plan. The below figure 3 depicts the data collection plan.

The survey was conducted for the target group of 25, out of which 15 respondents answered to the survey questions, survey research was conducted considering the fact about its flexibility, to get the accurate response target group of 25 respondents were carefully chosen, by considering their knowledge and who were willing to respond, and questions were designed keeping in mind that it easy to understand and can be answered fast.

Also, the author of this thesis is an employee of LNGTainer and works in the capacity of General Manager, his job responsibilities includes marketing along with strategy development, hence writing and developing this marketing plan aligns with his work. Working and being familiar with the business gives better insights of LNGTainer Products. To understand the concept of LNG, LNG containers and how it is manufactured can be difficult to understand for an outsider, since most of the product knowledge and the product process is usually not shared with outsiders since it is protected under IP, hence being an insider gives great insight in creating the marketing plan.

Data Round	Focus	Data Type	Source	Record	Outcome
1. Current State Analysis	Finding and analysing Current Marketing Plan. What is so special about LNG-Tainer product. What is the market we need to focus on and what is right marketing mix we need to adopt	Interviews and existing data.	Interviews with Customers (4) Stakeholders interviews. (3) CEO, Sales Director, R&D Survey Results, Market study reports. Existing Company Documents Research and Data (publication reports)	Face to Face Interview meetings written records, Date Time Duration, Survey results Transcripts	Management level experience, Customer Expectations. To Gather knowledge about current marketing plan and its implementation Understanding about competition and product from management perspective
2. Building initial Proposal	Recommendation Action Plan, to get buy in from the key stakeholders for proposal which is been developed	Meeting Interview	CEO and Sales Director	Written Notes-MOM, Report	Initial proposal created along with the selected stakeholders.
3. Validation of the proposal	Validation of the initial proposal	Meeting Interview	CEO and Sales Director	Written Notes MOM	Gather feedback and modify the final proposal if needed.

Figure 3: Data collection plan in three stages (1-3) in this research

Some of the key stakeholders like CEO and Sales head who are part of marketing department at LNGTainer were interviewed, since they have the more relevant data and information related to current and future marketing efforts and planning of LNGTainer.

2.3 Data Collection and Analysis Method:

The below methods were employed to collect the data required to identify the root causes of the business problem and to analyze LNGTainer's current marketing process.

2.3.1 Interviews and Survey:

For interviews Individual interviewing form was used to collect data and as well as survey was done by asking the stakeholders questions about their knowledge, preferences and buying behaviour. The potential customers who were interviewed were carefully chosen since the data provided by them can be used for benchmarking since they have the first-hand knowledge of the similar product in the market and the competition.

Research Approach	Contact Methods	Duration-Date	Research instruments	Issues
Interview- CEO	Face to Face	120 minutes	Questionnaire	Current Marketing plan and methods used, SWOT, current e-marketing strategies, new product development and product life cycle strategies, advertising and Public relations, Direct and online marketing, Pricing Strategies, Brand building.
Interview- Sales Director	Face to Face	90 minutes	Questionnaire	
Interview R & D head	Face to Face	40 minutes	Questionnaire	
Interview Potential Customer-1 Japan client	Face to Face	30 minutes, 26 th Nov 2019	Questionnaire	Reason for considering LNGTainer, Feedback about the LNGTainer product, Pricing, Branding, LNG-Tainer market reach, feedback on LNGTainer Webpage and social media presence
Interview Potential Customer -2 Malaysia	Face to Face	30 minutes 20 th May 2019	Questionnaire	
Interview Potential Customer -3 Canadian	Face to Face	30 minutes 28 th Oct 2019	Questionnaire	

Interview Potential Customer -4 UK	Telephonic Interview	In-	30 minutes 28 th Nov 2019	Questionnaire	
Survey	Mail		10 minutes per respondent 15 respondents 21 st March 2019 and 25 th March 2019.	Questionnaire	Reason for considering LNGTainer, Feedback about the LNGTainer product, Pricing, Branding, LNG-Tainer market reach, feedback on LNGTainer Webpage and social media presence

Figure 4: Interview and Survey details for data collection (1-3)

As seen in the above table the duration of the interview varied from 30 minutes to 120 minutes and was conducted face to face and through telephone. The questions asked were related to their knowledge, preference, competition, product and different aspects of marketing strategy of LNGTainer. The interview questions were designed based on critical factors such as product, pricing, marketing channels, online marketing including social media, LNGTainer website, current actions taken by the LNGTainer marketing team. The interview questions to the stakeholders and to the customers can be found under appendices 2, also the survey questions can be found in appendices 1.

These interview questions were used to design the new marketing plan proposal, which also help to establish the current situation at LNGTainer. This gave the insight what customers think about LNGTainer, know the need of customers, how competition is doing, also gave insights to the management team in LNGTainer to adopt or change new marketing plan. Hence these analyses were used during the CSA and during the proposal building.

2.3.2 Marketing relating documents.

In order to understand the current marketing efforts at LNGTainer, the previous marketing survey results, ISO documentation reports regarding sales and marketing procedures, past MOM recordings. Previous presentations. Business plan of LNGTainer was referred. Also, the publications reports about LNG market was referred to understand the market in which LNG-Tainer operates.

2.3.3 Online resources:

LNGTainers website has been used to collect the critical information to analyse the current state of marketing plan of LNGTainer product. Their website gives us the insight about the products they offer and can be compared with their competitors, this information on their website was used to create bench marking. Social media online pages like LinkedIn, Facebook and Twitter had been observed to analyse marketing efforts done by both LNGTainer and their competition.

2.3.4 Benchmarking:

The Process of comparing the company's products and processes to those of competitors or leading firms in other industries to identify best practices and find ways to improve quality and performance (Philip Kotler, 2012)

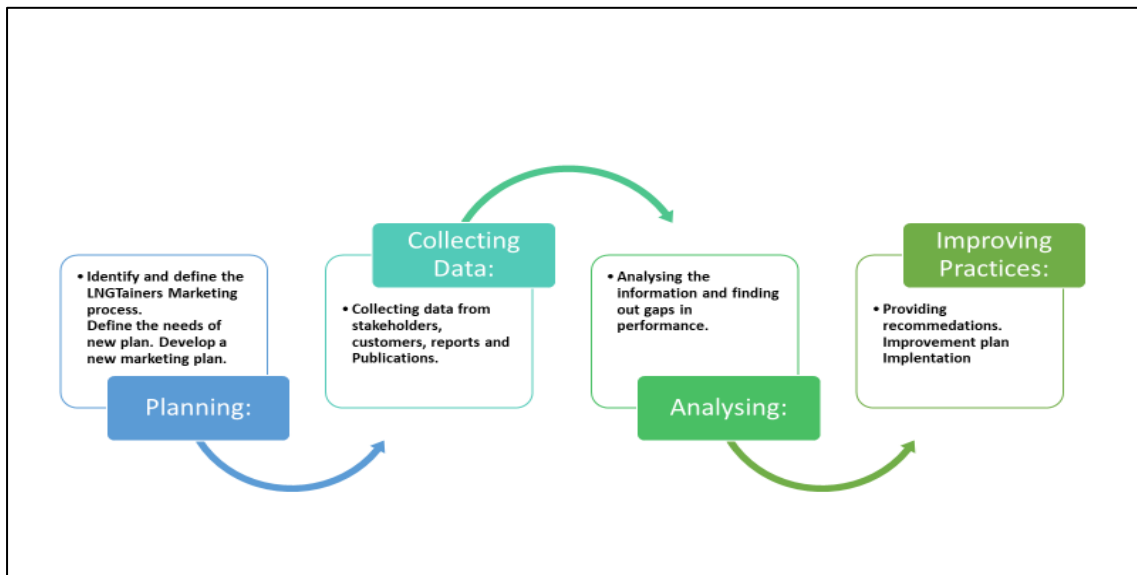


Figure 5: Benchmarking process for this research study.

The benchmarking process consists of various stages like planning, collecting data, analysing and adopting improving practices. Under planning phase, LNGtainer current marketing process has been identified and need to build up the new plan is defined. Moving on to the collecting data phase, collecting data related to LNGtainer marketing efforts was the priority, the information was collected from various sources, including stakeholders and customers and from reports and publications. These collected data were analysed to understand what we are doing right or wrong what is our strength and weakness in the current marketing activities and what opportunity we need to explore. These analyses also led to generate ideas and suggestions for improvements., lastly under Improving practices, recommendations were provided under improvement plant, which needed to be implemented to promote LNGTainer product (ISO LNG Containers).

The findings from the current state analysis are discussed in chapter 3 below.

3 Current State Analysis

In this chapter, we have studied and described the current state of marketing at LNGTainer, the scope for this analysis is just the inputs from strategy as far as marketing is concerned is done here. What is good and should be improved and what is bad or missing and should be renewed is been investigated which will result in creating a list of things which needs to be addressed in LNGTainer's marketing plan.

3.1 Survey and Interview responses:

The main goal of the survey was to collect information related to customers, LNG Container Market, market competitors, how LNGTainer can improve their product and services in terms of Marketing in concerned.

Survey had questions divided in three categories.

- Consent of the respondent, Survey terms and conditions, Notice and Disclaimer: This question ensures that participant of a survey understand the purpose and conditions of the survey and offers the participant required flexibility to accept and provide informed consent or decline.
- Demographic questions were used in the survey to learn more about our target audience and segment them accordingly based on who they are and what they do and where are they from. These demographic questions also contribute towards creating leads
- Business need or case specific questions: Case specific questions were asked related to product and in particularly about the usage of LNG Containers.

Interviews were also conducted along with the survey with the potential clients, the questions were the same and the rationale behind the questions were also kept the same, the targeted audience were different from the ones who had participated in the survey, however the clients who were selected for the interview were selected based on the same parameters which we had chosen for conducting survey. Also, some of the clients who were interviewed had visited LNGTainer's corporate office

Interviews with Stakeholders was conducted separately, and the findings are described in the following subheading under CSA in the same chapter.

Different types of response options were selected for our survey questions, the rationale was that by using different types of response options in the survey we will be able to engage the respondent more fully and prevent them from clicking Yes, No or highest, lowest or middle rating all the time.

The survey was initially drafted and reviewed first internally with in LNGTainer team. There was a verification process that led to firming up of the documentation, once it was proofread and verified the survey questions were circulated to the targeted audience.

The survey form was sent to the targeted audience, refer appendice-3 for the draft email which was sent.

3.1.1 Survey Questions:

Question 1: How did you hear about LNGTainer?

This question had check box options, where in the respondent had the option to choose more than one answer, the intention of this question was to understand from the what sources did the clients got to know about LNGTainer and its product. The survey results showed more than 50 % of the clients got to know about LNGtainer through online by search on the web, 25% learnt through the articles which appeared on LNGtainer on Industry specific magazines and the rest learnt through the energy event which LNGTainer participated in Finland. It was also clearly visible that LNGTainer online presence is not up to the mark, since many clients wanted us to participate and demonstrate LNGTainer product outside Finland. The names of the respondents are not disclosed here due to confidentiality issues.

The general opinion was that LNGTainer has a good webpage, however most of the respondents wanted to see more videos and actual case studies on LNGTainer webpage.

Question 2: What problem would you like to solve with our product?

This was an open-ended question. We were looking to also address “Why”. So, this question was included to facilitate respondents freely to write what they want. We felt that this question will allow respondents to define central issues about what they are facing. The idea to was to understand the customer problem and check whether our product would solve their problem. Most of clients from the targeted audience were from LNG Industry.

Below were the responses form the clients:

More tank capacity and longer holding time, hence they can transport more cargo. - Interview response from one of the Japans leading diversified Energy Trading company, who also deals with LNG projects and UK client who deals with LNG (Potential Client Interview, Nov 2019)

To create a virtual pipeline in the area they operate which is not connected to gas grid and enable their customers to switch over to LNG by switching over to cleaner energy source like LNG, make it more environment friendly and to also improve standard of living in the communities they operate. - Interview response from one of the Malaysian LNG Consumer (Potential client Interview, May 2019)

Reduced weight, faster loading, higher cargo capacity and no cargo left after discharging hence reduce cost, otherwise they need to pay extra surcharge for the return voyage since it is considered as dangerous goods.- Interview response an leading Canadian operator of LNG ISO container primarily engaged in exporting of LNG from Canada to China. (Potential partner and Client interview Oct 2019)

This also helped LNGTainer to understand how vital is to focus on segmenting and targeting the market and it showed how critical is that LNGtainer needs to encash on its differentiator parameter where their product is superior than the competition.

Even though, the respondents were geographically spread worldwide, all the respondents were addressing the same problem.

Question 3: What would you say to someone who asked about us?

This question included both check box and open ended, where respondent had option to choose from the listed options and freely comment on what they want, this also gave scope to LNGtainer to understand Clients perspective of what they think about LNGTainer. Most of the responses indicated they were reluctant to use our new technology since they have not tested our product and we are new in the market. The feedback also indicated LNGtainer product has created the vibes and customers were interested to know more about containers. Some customers felt even though our containers are good they are expensive. It also indicated some weak links where in the product awareness was lacking among the customers for which LNG-tainer should make their presence felt in the market.

Question 4: If you were unhappy with us what can we do to get you to come back?

Again this question was an open ended, question where the respondent was allowed to freely comment, this was to understand what areas LNGtainer needs to focus to improve to win back the customers, the idea is if LNGtainer solves the problems what customer has indicated it should be able to win back the customers, About 80% of the respondents indicated about our product development, they wanted to see our product in action and since they were not sure about our new product they were reluctant to take the plunge. It indicated that LNGtainer

needs to work on creating their brand reputation, and some of our respondents also indicated about the price.

Question 5: What features could you not live without? /What is the one thing that we should never stop doing?

This question again was an open-ended question to understand what was critical to our customer and to understand what value proposition LNGTainer can bring in terms of differentiator. More than half of the respondents answered that our low boil feature, light weight, high cargo capacity and more importantly less loading time and no residual left after discharging are the main reasons and they would like us to develop on this and not stop doing that. Also, customers wanted LNGTainer to work on safety features. Respondents indicated that there is not much known about our product, which is a clear indication that LNGtainer should promote their product in more effective way.

Question 6: What features could you live without?

This also was an open-ended question, Majority of the respondents responded they can compromise on the holding time provided if all the other features remain intact. This is critical to understand for LNGtainer in determining the price and becoming competitive. Here again Most of the respondents were not aware that longer holding will lead to lesser volume in the container, which they learnt during the discussions with LNGtainer team members. It clearly demonstrated how LNGtainer can tap on creating blog content and educational videos as part of their marketing campaign which will in turn lead to lead generation and to potential sales.

Question 7: What would you use as an alternative if our company was no longer available?

This question was to understand more about the competition and what other alternative solutions customers are looking for, Majority of the respondents clearly indicated they would try out the current market leaders in LNG containers manufactures like CIMC, Chart Ferox etc. Also some of the respondents indicated that they would switch over other alternative energy sources like Solar, This gave LNGtainer a clear perspective how we need to diversify our products and how we need to partner with who can provide complement our products along with theirs.

Question 8: Who can we learn from?

This question was directed to understand about more about the competition and the create bench mark for LNGTainer, we wanted to understand from the customers point of view how

we can showcase our product, how our competitors do their marketing and what best practices we can adopt and so on. Majority of the respondents indicated to check how Chart Ferox manage their social media and the content they create. It demonstrated for LNGTainer how we need to create our social media presence through digital marketing.

Question 9: What makes us stand out from the competition?

We posed this question to understand whether customers perceive the value proposition or differentiative factors what we portray is same as what they understand. Majority of the respondents clearly indicated that our low boil feature, light weight, high cargo capacity and more importantly less loading time and no residual left after discharging are the main reasons and they would like us to develop on this and not stop doing that, which again drive the point home that LNGtainer should create the brand image and market their clear advantages more aggressively.

Question 10: What did you buy along with the LNG containers?

This question was to understand for LNGTainer how we can collaborate with other partners in order to take LNGTainers containers to the market, Majority of the respondents responded that are seeking Turn key solutions, along with containers they also buy Gensets, Regasification units, LNG Filling Stations etc. This clearly demonstrates that LNGTainers need to explore in developing relationship with other professional manufactures/service providers who offer complementary products/services to their business. (In case of LNGtainer Oy, who can offer complementary products to LNG Containers)

Question 11: Which Geographical Location do you operate?

This was more of demographic question; Demographic questions were used in the survey to learn more about our target audience and segment them accordingly based on who they are and what they do and where are they from. The data indicated that there is a demand for LNG worldwide and presented the opportunity for LNGTainer to expand their marketing strategy to reach out worldwide.

3.1.2 Interview questions to Stakeholders:

Question 1: How is your Innovation better or significantly different than other existing alternatives?

This question was directed to understand the value proposition /Strengths of LNGTainer from the stakeholder point of view, According the key Stakeholders, conventional LNG ISO containers in today's market, is designed with thick inner pressure vessel as well with a thick outer structural carrying mantle. The insulation is in between these layers, such containers have less holding time caused by design which involves several heat transfer areas causing high boil off rate and the loading of tanks take much longer time.

Whereas, LNGTainer has designed a new patented design where in the insulation has been moved from the outside of the cryogenic tank to the inside, in other words, we have thin inner shell (less LNG is needed to cool the inner tank) and thick outer shell (Pressure vessel) with the insulation in between, which gives the following benefits like: Reduced weight, Faster loading, higher cargo capacity and No cargo residual after discharging are very attractive as compared to the conventional containers currently what customers use.

The attributes like reduced weight, Faster loading, higher cargo capacity and No cargo residual after discharging are very attractive as compared to the conventional containers currently what customers use. Value for Money.

Question 2: Why is the timing right for your innovation?

The idea of the question is to understand the market condition for the new product to be launched. According to feedback received from the Key stakeholders, The LNG capacity increase is also boosted by the rapid expansion of LNG producing plants in USA and Australia, these countries are taking advantage of abundant local reserves of natural gas, also the developing countries (mainly China and India which are historically coal based) want to use the gas not just because it is clean, it is now affordable because of FSRU and many suppliers in the market. These factors are leading the demand for the LNG Containers and industry seeking for technological transformation.

And also emerging new Technology like Floating Storage Re-Gasification Units and Floating Liquefaction have become operational which has allowed more and cheaper options for the less developed nations, which account for a staggering 85% of the global population traditionally building a land based LNG storage facility was and is expensive and time consuming process, hence it discouraged majority of the users, also for the fact most of the world do not have access to Gas, but now with the LNG is made more accessible with FSRU, as the LNG Market matures, the pool of buyers and sellers is increasing worldwide.

The huge potential of the LNGTainer System and the almost unlimited growth potential of the worldwide LNG market makes LNGTainer Ltd one of the most interesting energy solution companies and they feel the timing is perfect to enter the LNG container market. LNG is the most likely energy source to replace the heavy fuel oil, diesel oil and petrol in combustion engines used by vessels and vehicles globally. LNG will probably replace coal in power stations, too.

Question 3: In cost terms, how do your LNG ISO containers compare with others on the market?

Based on the interview results they have done exhaustive and extensive research in developing their product, in the process, LNGTainer has also done through due diligence process in setting up our price for our container, by keeping our profit margin to ethical levels and focusing on our main aim to contribute to a greener world in our little way possible.

Cost wise they are competitively priced in comparison with our competitors in the market, even though it looks like we are slightly on the higher side of the chart, due to the fact they use the latest technology and the state of the art accessories on our containers. The benefits LNG-Tainer bring are enormous for the end users such as

- World's largest cargo capacity in its class
- Low weight
- Long holding time
- Fast loading even with warm tanks
- Remote monitored and controlled unit
- Designed for mass production

Going by the volume transported each time in comparison with our competitors which is 15% more cargo, in other words, every 7th truck which will be transported will be free, which is a tremendous saving.

Question 4: What are your Strengths and Weakness?

Understanding the strength and Weakness of LNGTainer Product is a key aspect while we study the current state of the company. This gives the perspective which area needs more focus and how LNGTainer needs to direct its limited resources. Based on the interview results, with the stakeholder's attributes like reduced weight, faster loading, higher cargo capacity and No cargo residual after discharging are very attractive as compared to the conventional containers currently what customers use. Value for Money as their strengths. As far as weakness, they consider that LNGTainer has no brand image since they do not have any references yet, Cost of their product is on the higher side, this is affecting LNGTainer since they do business

in highly price sensitive market, lack of budget and resources to create market presence about the product.

Question 5: Who are your customers and What are your target markets for this technology?

This was the critical aspect in current state analysis, Based on the interview results , Stake holders indicated that they have conducted a very detailed information evaluation into the market based on customers approaching them for quotations, based on that information they have classified the customers in to three categories

- Massmarket
- Project related market
- Marine market

Mass Market

Large Mass Market. LNGTainer “definition” of this market is customers calling for a large quantity of units for moving LNG for a shorter or longer period. This is a market segment which may call for as much as 2000 units delivered within a very short period for normally leasing or low-price sales.

As per today this kind of market is not possible for LNGTainer in a short perspective and maybe not in the future either, anyway this must be decided at a later state. Typically the customer needs to move LNG from A to B and it shows that our extremely good OPEX for our system not is enough for the user as the projects seems to regard containers a commodity available more or less from stock and are not willing to buy a high end product for the purpose. Hence these rules out this market for LNGTainer, except in the local market where we can have a chance to land this kind of contracts (market area Scandinavia and Baltic region).

Project Related Market

According to LNGTainer Stake holders, this is where LNGTainer with their super container has the best possibility and which also fits our vision and mission statements and our technology. LNGTainer “definition” of this market is customers calling for our technology into projects being developed for purposes where OPEX and high-end technology is the key to success and brings the best to all parties. Typical LNGTainer sees that they are involved in projects like where for instance catching flare gas and converting to LNG and bringing LNG to a community, a process plant, hospital, an agriculture project, to off grid places for developing the local community in terms of reducing deforestation etc. Other projects can involve substituting existing diesel driven gensets with new less pollution active gas systems and also providing more power per fuel part.

Marine Market

The marine market is another market where LNGTainer will be a major player. Company is constantly approached by engineering companies within the marine segment wanting work with and learn more on how we can adapt our solutions to their projects. LNGTainer is aware that LNG will play an important role in shipping industry in the future. The flexibility in using containers as fuel tanks for ships is a major advantage and when the LNGTainer is used they get not only the largest volume carried in the industry but customers also get the best possible knowledge available through LNGTainer's linkage to the marine industry, through the major shareholder of the company.

Question 6: How do you market the LNGTainer? Which is the most suitable and effective way of marketing the LNGTainer Containers?

The idea was to understand what is LNGTainer current marketing strategies and what efforts are been put in order to prompt their product. Feedback received from the interview results clearly indicated that they have limited budget and resources in creating the market presence, current most of their enquires come from the clients who visit their webpage, their web page is designed well using key words for SEO, which is turn generating some traffic to their webpages. They do not have a dedicated marketing team as such, since they have a small team. It is usually the top management which handles the marketing. They participate in energy events across Finland which serves a platform to prompt their product. According to the stakeholders this events are critical since the product they sell is B2B and businesses usually visit these specialised events, They have started to use some of social media channels such as LinkedIn, Facebook and Twitter, however it is not been effectively used to prompt their product.

Question 7: What social media channels do you use for communication?

Since digital marketing plays a key role in marketing for businesses, LNGTainer is no exception to this, hence this question was used to understand how much they are involved in using Social media. Based on the interview results from the LNGTainer stakeholders, it is evident even though they use social media, there usage is limited, They use various social media channels such as linkedIn, facebook and twitter which they currently use to market their product they would like to use you tube channel to create educational videos to prompt their container, since the LNG Industry is new and customers are reluctant to switch over to use LNG due to lack of knowledge, however it is not been done due to lack of budget.

Questions 8: Who manages the social media communication?

The idea behind this question to understand who is currently handling their social media communication, they do not have a dedicated marketing team as such, since overall organisation is small with a head count of 5 people, it is usually the top management which handles the marketing. They participate in Energy Events across Finland which serves a platform to promote their product., along with the sales director the author of this thesis who works in the management is the core member of the marketing team, they plan to create a team once they expand their business.

Question 9: How do you manage internal communication the key stake holders internally?

Internal communication is as important as external communication, LNGTainer stakeholders understand this, they use online platform Hailer (a business development tool) for communication internally also the regular email through outlook and Gmail. Skype and Google hangouts are used for meetings along with WhatsApp. LNGtainer would like to implement CRM once they expand their business.

Question 10: What is the current marketing communication plan and strategies LNGTainer?

LNGTainer is a ISO 9001: 2015 Certified company, hence they have defined process for sales and marketing, however due to the budget constraints they have not yet implemented CRM and explored various marketing channels for marketing activities, however they currently use Hailer for internal communication along with WhatsApp and their Website is the main mode for reaching out to external channels. Emails are used to reach out the external clients, Social media is used to limited extent. LNGTainer Stakeholders also indicated that due to the budget constraints LNGTainer has been using inexpensive methods for marketing and communication to promote their product, for example attending international energy events can give them excellent platform to promote their new innovation however they are not able to do it due to financial constrain. They currently rely on social media, national events which happen in Finland and their own website. Also, word of mouth has helped LNGTainer to some extent.

Question 11: Do you have some tie-ups or partnerships with some organizations to promote and fund LNGTainer?

For a start-up like LNGTainer initial hand holding in terms of Financial support is critical for success. Based on the Interview results stakeholders mentioned that they have been supported by Business Finland Finnish Government Agency in promoting their innovation and there has been articles published through print and online media about their product. They also have private investors who have invested in to LNGTainer. LNGtainer is also working with many partners who supply materials who in turn prompt LNGTainer which is a win-win for their partners as well as LNGTainer. They are also seeking for potential industrial partners to manufacture and take their product to the market.

Question 12; Who are the competitors for LNGTainer and what are their marketing communication strategies?

The general idea behind this question was to understand how much LNGTainer stakeholders understand about the competition, it also becomes vital to understand what strategies or best practices they are using which can be adopted by LNGTainer since the LNG container market is highly regulated it will make economically sense to follow the best practices since there is no scope to do things on your own, for example: Meeting the regulatory requirements which is common to all.

Based on the interview results stakeholders find Chart-Ferox, CIMC, INOX, Corban as their main competitors and they are well established and control almost the entire LNG container market. Based on their analysis, they find that all are positioned close to each other and even customers think all their product are similar,

The marketing from competitors, specifically from Chart-Ferox, CIMC, INOX is quite aggressive since they have the financial capacity due to their market share. They usually are present in energy events and all forums worldwide which is very critical in acquiring new clients in container business. They also are quite well engaged through educational videos, blog on their webpage and on social media and on YouTube. They do engage in social projects through sponsorship while promoting their products.

They also advertise on industry specific magazines both on Print and Online version. They also sponsor articles related to LNG on forums such as Gas Strategies, LNG World News which are widely circulated among the clients who deal with LNG.

3.2 Analysis of the market Environment:

It is critical to for LNGTainer to understand their marketing environment, since the actors and forces outside marketing will influence LNGTainer’s marketing management’s ability to build and maintain successful relationships with target customers. (Kotler & Armstrong 2012). To understand these following factors were considered and accordingly the accessed the impacts in relative to the factors considered.

3.2.1 Social -Demographic /Environment and Cultural:

Social and Environment factors at work can be seen here, China and Asia switching to cleaner fuel, and LNG Global natural gas production increased by 131 bcm, or 4%, almost double the 10-year average growth rate. (BP Statistical Review of World Energy 2018). Which in turn has increased the export of LNG. Also, the factors like high pollution in China and India is forcing these economies to shift over from coal-based energy to much more cleaner energy sources, the below Figure 6 depicts the LNG Flow which clearly depicts the increased demand for LNG worldwide.

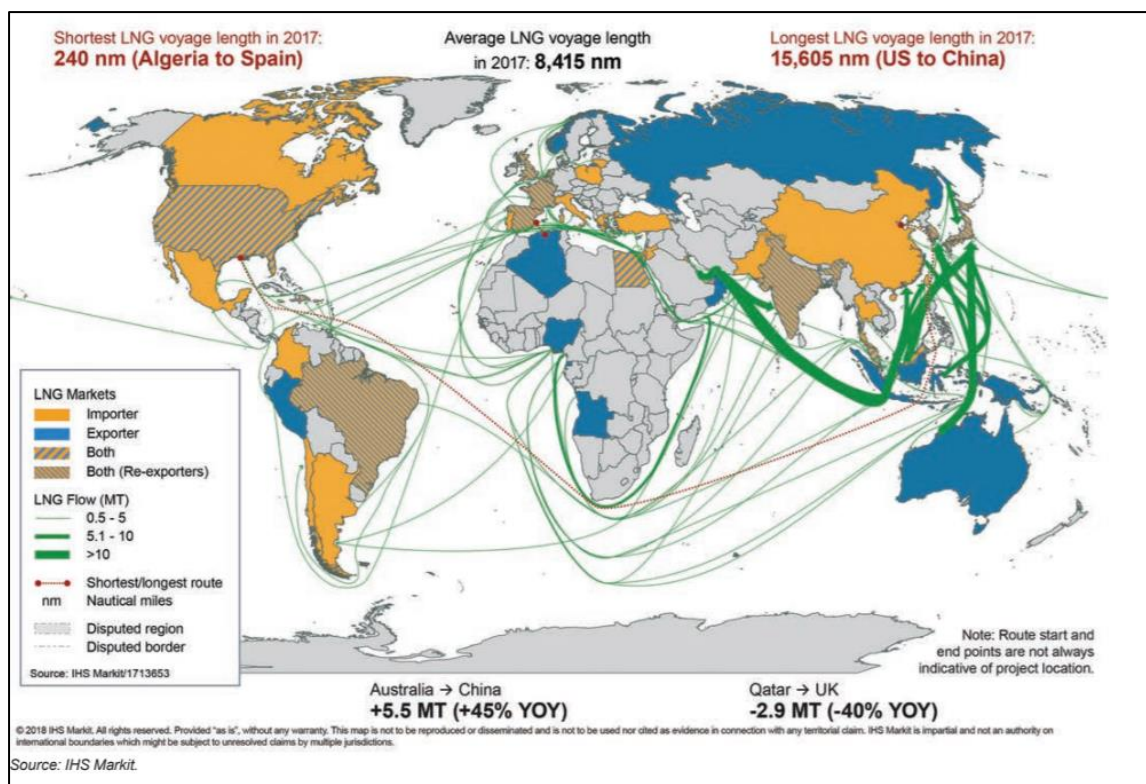


Figure 6: Major LNG Shipping Routes 2017 (IGU-World Gas LNG Report-2018, p 41)

Economic

Price of LNG and alternative energy sources, mainly oil.

Political and legal

Emission control / reduction rules-one example to consider here is that The International Maritime Organization's (IMO) 0.5% 2020 sulphur cap on global marine fuels – a considerable change from the 3.5% global emissions limit in place now – is leading the global maritime industry to more actively consider LNG as a fuel.

Technological

New technologies for extraction and production of unconventional gas, e.g. shale and biogas and New technologies for transport, distribution and use of LNG, e.g. equipment, development of FSRUs have helped the LNG industry to take off.

3.3 Current Marketing Plan/Process:

Currently LNGTainer follows ISO 9001: 2015 procedures, as per the ISO 9001 standard their marketing process is covered under the procedure sales and marketing, the procedure is defined as follows:

- To identify potential markets for LNGTainer's products and services.
- To identify potential new product or service requirements, as input to R&D process
- Define marketing and sales strategy.
- Develop and manage sales plans.
- To generate new business and convert customer requirements into executable sales orders which can be passed onto production.

Some of the key parameters which are covered in their sales and marketing strategy as part of their ISO 9001:2015 requirements are defined below:

KPI metric:

Sales Volume and Sales Margin and no KPI is clearly defined for their marketing Efforts.

LNGTainer has been focusing on creating on the brand image and generate new business and convert customer requirements into executable sales orders, for these they have been implementing the following as a part of our branding and marketing efforts:

Image:

Visual presence, Company Logo, Colors Fonts, Marketing Materials like brochures Business card has be done.

Website:

Website continuously updated with current information and it is user friendly.

Advertisement:

They are spending on advertisement is limited due to limited budget, currently they send out Invitation to all their leads through email, for any possible events they participate or conduct (LNGTainer attends Vaasa Energy Event every year). They also use the print and social media to campaign, but usage is limited due to budget.

Email Marketing:

Standard Presentation is now being created; mails sent out are consistent. Number of responses received are been tracked and recorded.

Social Media: Facebook, Twitter and LinkedIn Pages are created, we are now using it update content to reach out to our clients and customers. Again, limited usage due to budget constraints.

Content Management:

FAQ is created on Hailer for internal management, Articles published on the Print Media as well as Social Media Webpages. Feedback flow to R&D to create the better product based on the customer feedback, new type approval received.

Lead Management:

Lead information data is captured and updated in Hailer, need to adopt much more sophisticated CRM tool and methodologies once they sort out their Financial issues.

3.4 Findings from CSA:

The current state analysis of LNGTainer based on the survey and interviews of potential clients and interview with the key stake holders following observations were made and analyzed:

- Potential customers, see that LNGTainer containers has tremendous potential, since its containers provide lot of features like large cargo capacity, low weight, fast loading even with tanks than the conventional container, however they are reluctant to switch over since the LNGTainer has still built good references.
- Lacks internal marketing, Hailer, Process management tool is supposed to be the tool used for internal communication, however Hailer is used more to store the data, most of the staff do not access the Hailer since they are comfortable using emails. They also use Whatsapp for their internal communication, Skype and Google hangouts for the meetings, since some of their staff sit in different geographical locations. Hailer is not used by the staff due to its limited functions and lack of training of using the tool and the resistance to change from the team members is also a one of the reasons. It is also worth to note based on the feedback received from the stakeholders, the budget cut has also hampered in adopting the latest version of Hailer or even better internal communication tool. However, currently with the limited budget the Gmail account and Office365 is currently serving their purpose.

- LNGTainer needs to build their brand image.
- Social media analysis indicates, they have limited presence on social media channels, hence they have low engagement with target and potential customers. Even though they have ISO 9001:2015 certification, they don't have the dedicated marketing team or a plan due to the limited budget.
- LNGTainer Webpage is designed well, SEO seems to working well, they appear in top 10 or in the first page in all search engines (Google and Bing) for certain key words like LNG containers, however there is a scope for improvement since clients search for other turn key solutions along with containers.
- LNGTainer need to develop relationship with other reputed with other professional manufactures/service providers who offer complementary products/services to your business.
- LNGTainer needs to educate the customers by creating more content, since market is new and adopting shifting from traditional energy sources particularly from Coal and oil. LNGTainer has a very low market reach and presence.

Also, with this analysis I have summarized the Strength and Weaknesses along with the opportunities and threats in the below table:

<p>Strengths:</p> <ul style="list-style-type: none"> • Finnish high-class engineering product, which is patented. • Good Webpage-TOP SEO. • Experienced Team 	<p>Weakness:</p> <ul style="list-style-type: none"> • Strong Brand image not present/Less Market Presence. • Cost of the product. Price sensitive Market. • Less Market Presence and low engagement. • Logistics of assembling outer tank and inner tank and delivering to the customer. • Power sector reluctant to switch over from Coal based energy consumer behaviour • Low budget
<p>Opportunities</p> <ul style="list-style-type: none"> • Untapped markets • Scope for collaboration with major industry players. • FSRU technology radically decreasing the cost of setting up regas unit. • Educate consumers on LNG thru various media channels • Different type of stores such as outlets or high-end labels. • Increase online sales and Internet presence. • Ever-growing Industries shifting from conventional energy sources to clean energy 	<p>Threats</p> <ul style="list-style-type: none"> • Competition. • National Regulations. • Market restrictions. • Market not accepting the new technology. • Managing Alliances and product decisions. Finding a right partner to work with. • Availability of Raw Materials. • Key Personal leaving the company.

Table 1: SWOT of marketing

All these above-mentioned analysis and findings have been used in building the marketing plan for LNGTainer in chapter 5.

4. Conceptual framework (Literature)

Conceptual framework is built on the existing knowledge and concepts which are widely used in the marketing management and in developing a good marketing plan. This chapter mainly focuses on finding out the best practices and tools which can be used in developing a good marketing plan. One such model which is widely used is SOSTAC model which is studied here in this conceptual framework.

The structure of SOSTAC is a simple logic that builds on an in-depth Situation Analysis which informs subsequent decisions made about strategy and tactics. It is crystal clear logic enables better decision making and therefore better plans. (Chaffey & Smith 2017)

4.1 Market Planning Process (SOSTAC)

Each company must find the game plan for long run survival and growth that makes the most sense given its specific situation, opportunities, objectives and resources. (Kotler & Armstrong 2012, p.62) hence, if the company wants to increase the sales/customers it needs to adopt a good marketing plan.

As (Chaffey & Smith, 2017) describes SOSTAC is a planning system used by thousands of professionals to create plans like marketing plans, corporate plans, advertising plans and digital marketing plans. Planning also helps you to stop constant firefighting, proper planning puts to be control and top of any issues, it also gives direction and a reassuring sense of order and good management so that team can work in harmony and deliver results as expected.

SOSTAC stands for Situation analysis, Objectives, Strategy, Tactics, Actions and Control. The different stages of SOSTAC planning framework is depicted in Figure 7 below.



Figure 7: SOSTAC Planning Framework (Smith, 2017) p 3

The SOSTAC planning framework starts with situational analysis. The situational analysis includes a thorough analysis of the customers (Who, why how), your competitors our competitors, intermediaries, competencies, performance (KPIs) and market trends generated by the uncontrollable external PEST factors. The Situation Analysis describes the current state of marketplace and its customers. It also shows the changes happening in the market and how customer’s response is changing. Through understanding of the situation and detailed analysis is a great platform to create a great plan. (Chaffey & Smith, 2017)

The situational analysis is followed by objectives, where in it defines where you are going and where you want to be. In other words, the reason behind developing a marketing plan for LNGtainer, it also depicts the benefits and the purpose of following them. The below KPI pyramid summaries the objectives at different level. They are mainly related to ROI, Sell, Marketing, Market share, Business Growth and KPIs (Chaffey & Smith, 2017)

Once the objective is set, it is followed by strategy, which summarises How do we get there? Strategy summarizes how to achieve the objectives and guides all the subsequent detailed tactical decisions. Strategy should also exploit distinctive competitive advantage. Play to your strengths (assuming the market/customers want your strengths). (Chaffey & Smith, 2017)

The strategy is translated into tactics. Tactics are the details of strategy, tactics tend to be short term and flexible, whereas strategy is longer term and more enduring. Tactics guides you to choose the appropriate tool or technique to acquire more customers.

Tactics leads to specifying actions, in other words strategy and tactics will lead into work, which needs to be carried out, which is nothing but the action. How do you ensure your plan is carried out professionally and passionately by your team? Tasks such as building the webpage, creating content, what steps need to be taken to improve the process? (Chaffey & Smith, 2017)

Control: It provides the feedback loop, starting with monitoring whether the objectives are achieved, accessing the problems and then revising the strategies, tactics and actions as appropriate. (Chaffey & Smith, 2017).

4.2 Marketing Strategy and the Marketing Mix:

Along with SOSTAC planning approach, I have analysed the Marketing Strategy and the Marketing Mix. Marketing strategy is the marketing logic by which the company hopes to create its customers value and achieve profitable relations with its customers, both new and old. Identifying the total market and then dividing it into segments, identifying profitable segments and focusing on serving those profitable segments. (Kotler & Armstrong 2012, p. 72.)

Marketing strategy in today's marketplace needs to be customer centred. This means winning customers from competitors and then growing them to deliver greater value. Before a company can satisfy its customers, it must first understand customer needs and wants in the market. In Figure 8 below we can see the order which marketing takes place, customer is in the centre surrounded by other aspects of the marketing plan such as segmentation, differentiation Positioning, Targeting and the 4P's. (Kotler & Armstrong 2012, p. 72.)

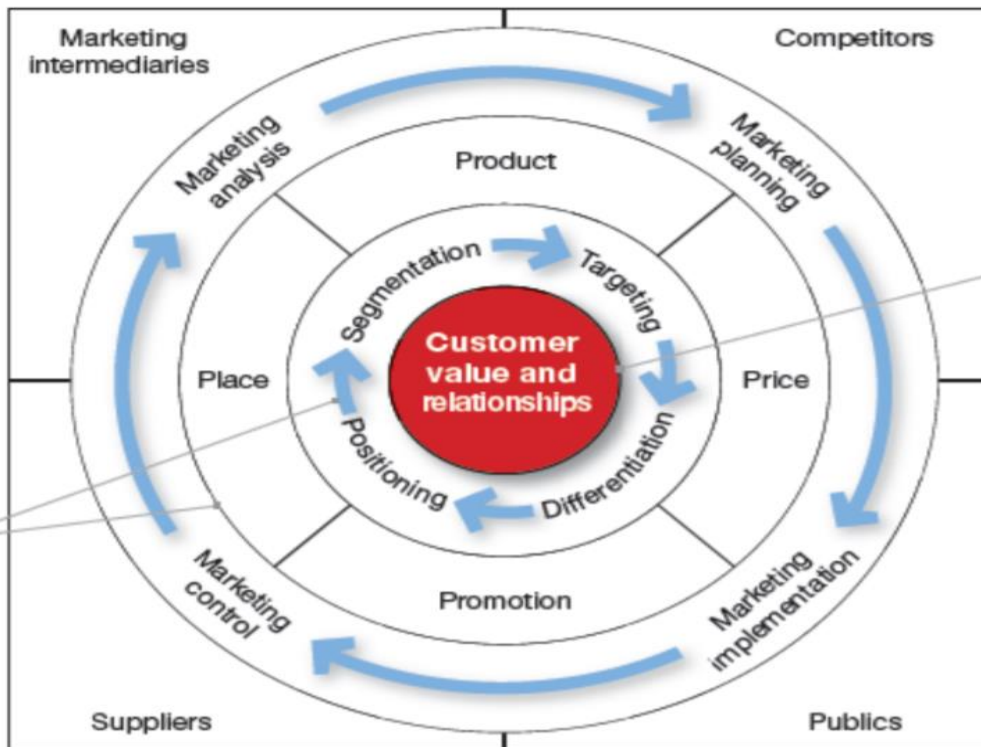


Figure 8: Managing Marketing Strategies and the Marketing Mix (Kotler & Armstrong 2012, p. 72.)

4.3 Integrated Marketing communications (IMC)

According to (Kotler & Armstrong 2012), Integrated Marketing communication is where the company carefully integrates its many communications channels to deliver a clear, consistent and compelling message about the organisation and its brand. The same is been depicted in Figure 9 below.

Marketing communications mix consists of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that the company uses to persuasively communicate customer value and build customer relationships. Advertising includes any paid form of nonpersonal presentation and promotion of ideas, goods or services by an identified sponsor. Whereas the PR focuses on building good relations with the company's various publics by obtaining favourable unpaid publicity. (Kotler & Armstrong 2012, p 452)

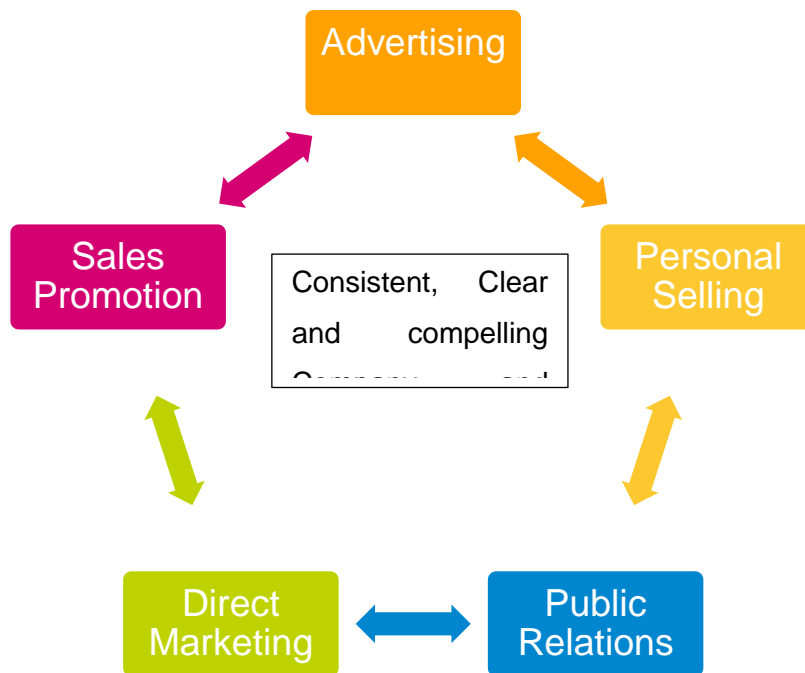


Figure 9: Integrated Marketing Communication (Kotler & Armstrong 2012, P 437)

4.3.1 Personal Selling /Building Buyers personas.

As (Kotler & Armstrong 2012) describe Personal selling is the most effective tool at certain stages of the buying process, particularly in building up buyer's preferences convictions and actions. One of the effective ways to do this to build up Buyers persona.

According to HubSpot academy Buyer Personas are fictional, generalized characters that encompass the various needs, goals, and observed behaviour patterns among your real and potential customers. They help you understand your customers better. The importance of creating the Buyers persona profiles is at the heart of all the research and analysis of all marketing strategies.

According to (Chaffey & Smith (2017), personas are created based upon different customer segments such as existing/non-existing customers; web/non-web user; demographical; psycho graphical and behavioural patterns

4.3.2 Acquire New Customers:

According to (Kotler & Armstrong 2012) there are various ways of Acquiring new customers. Direct Marketing consists of connecting directly with carefully targeted consumers often on a one to one, interactive basis, using detailed databases. Companies tailor their marketing offers and communications to the needs of narrowly defined segment of individual buyers. In the below figure 10 below. various forms of Direct Marketing are depicted,



Figure 10: Forms of Direct Marketing (Kotler & Armstrong 2012, p. 524.)

With the emergence of Internet, New digital technology method has taken prominence since the people have changed the way the shop and even the companies have changed the way they sell or market their products. Customers are going online to find what they need, using Google search, social media platforms or through the blogs, hence the marketers have also adopted to this trend and have started promoting inbound marketing to cater the needs of emerging trends.

4.3.3 Lead generation and its management:

It is generally accepted that in marketing, lead generation is the initiation of consumer interest or enquiry into products or services of a business. The methods for generating leads typically fall under advertising, but it also involves non paid sources such as organic search engine results or even referrals from existing customers. (Wikipedia 2014).

According the 2015 study by Bizible(e-marketer 2015) the most effective way to engage C - suite decision makers found that marketers especially business to business marketers, use events, 70.8% of B2B marketers said that they used conferences and trade show booths to

generate demand. Email marketing (89.2%), content marketing (82.1%) and SEO (79.2%) were the only tactics that ranked higher.

As (Kotler and Armstrong, 2012) describes that today's companies recognise that they cannot appeal to all buyers in the marketplace, buyers are too numerous, widely scattered and varied in their needs and buying practices, hence market segmentation is critical in developing lead generation strategies.

The below figure 11 outlines the major variables that are used in segmenting consumer markets. The major segmentation variables for consumer markets being Geographic, Demographic, Psychographic and Behavioral.

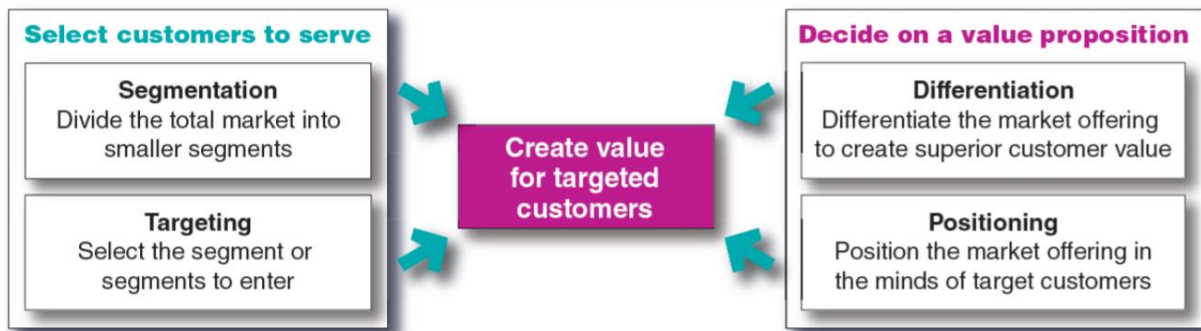


Figure 11: Designing a Customer-Driven Marketing Strategy (Kotler & Armstrong 2012, p. 215.)

Also, according to (Dayna Rothman 2014) about lead generation, most companies typically define their buyer stages as early-, mid-, and late-stage buyers — or top-of-funnel (TOFU), middle-of-funnel (MOFU), and bottom-of-funnel (BOFU) buyers. The various stages of the buying stages are depicted in the sales funnel refer Figure 12 below.

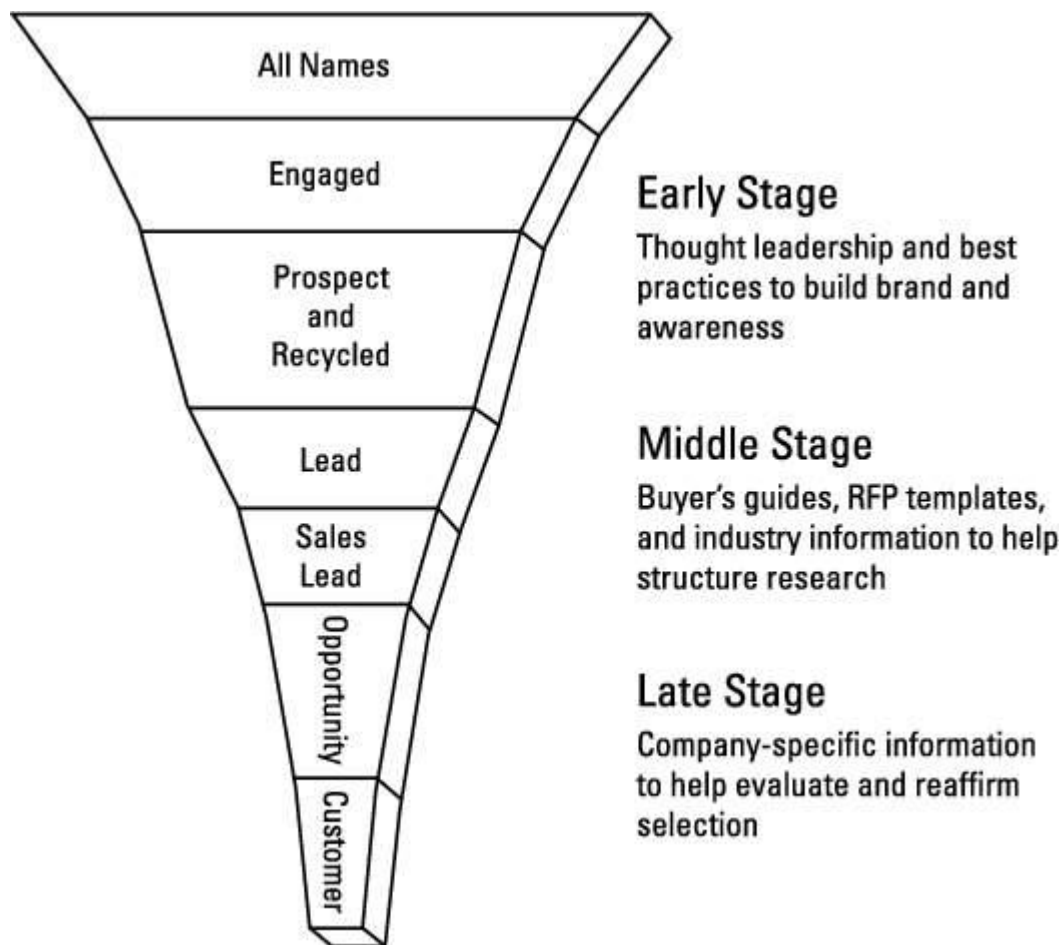


Figure 12: A Sales Funnel and Buying stage Map. (Rothman 2014).

Top of funnel has the largest amount of leads and bottom of funnel is where a lead converts into a customer. Mapping lead generation efforts is important as it says a lot about the campaigns, messaging and the business metrics. (Rothman, 2014)

4.3.4 Converting Lead to Customers

According to (Halligan & Shah 2014), not all the inbound leads are created equal, hence they also do not close at equally. Some leads may few days and some more than six months or more (It is especially true in case of B2B, where the sales cycle is much longer) in case LNG-tainer this holds true.

Generally leads fall in two categories one they are qualified and are usually ready to be handed over to the sales team for follow-up and the other leads which fall in to the category of not being ready to sell, such leads needs to be nurtured so that they can be converted to potential future leads, these leads can be nurtured through various forms such as emails, phone calls, direct meeting etc. (Halligan & Shah 2014)

According to (Halligan & Shah 2014), It is also important to measure not just the quantity of leads, but the quality of the leads in order to determine the effectiveness of your marketing and to allocate your time following up on your best lead. Lead grade can be calculated based upon factors such as referral channels; Website visits; call-to-action taken and form resources. One must analyse from above factors that from where leads are generating more quality leads.

4.3.5 Referrals

Referrals are considered one of the top way's sellers get leads and new business, hence it has been given the highest priority in generating them consistently. Generally, Buyers rely on colleagues, associates and friends to recommend providers, hence when the seller is referred it becomes lot easier for the seller to close the deal. Referrals build a seller's trustworthiness and credibility—two cornerstones of effective selling. (Flaherty, M 2020).

According to (Willmot 2014) Referrals and Word of mouth are excellent methods to adopt and implement to get high quality referrals and to increase your sales. Willmot (2014) also defines various ways to get quality referrals which are summarised in table 2 below:

1. Develop Relationship: Joining hands with other professional manufactures/service providers who offer complementary products/services to your business. (In case of LNGtainer Oy, who can offer complementary products to LNG Containers). These partners should be trustworthy and should a reputable name and should be good in the business what they do.
2. Educate: Make sure the clients are aware of all the services and products you provide and sell, by sending them regular updates like new developments in the business field if any and product details. This also can be done by organising the events to make it easy for people to refer and recommend you, the events can be in the form of business breakfast or lunch seminars, workshops on an industry topic, new regulatory or government changes, for these events inviting customers, Vendors, suppliers, investors, policy makers, shareholders will have far out reach in getting good referrals.
3. Word of Mouth: Word of Mouth has considerable effect in many product areas, this is sort of personal communication, about your product between target buyers and their connections, If we excel in what we do and if the clients are gently reminded about our quality work, clients generally spread the word which will in turn generate good referrals.
4. Reconnecting- Having a standard policy across the company to reconnect with all your previous customers and clients, if they are satisfied with your service, it will be easy for you

to ask them to introduce them to others they know, also connecting with vendors and suppliers can provide good referrals, being proactive in asking for referrals from them will go a long way.

5. Reciprocate: Adopting a give and take policy will yield good results, it is a good practice to give referrals to your clients and customers, they in turn will give you good referrals. Always communicate and make sure to send in the thank you for the referrals you have received.

6. Request for Testimonials: Do not hesitate to ask for the testimonials. Testimonials can be requested in various forms, it can in a form of recommendation letter, email message, video or audio recording for website or even a recommendation on social media pages like LinkedIn, Facebook or Twitter.

Table 2: Steps to quality referrals based on (Wilmot 2014, p 142)

While developing this conceptual framework, Marketing planning process (SOSTAC) method is considered along with it is imperative to consider the marketing strategy and marketing mix along with integrated marketing communication approach. The above-mentioned concepts have been applied while building the marketing plan for LNGTainer as explained in chapter 5 below.

5. Building the proposal

In this chapter, the proposal of LNGTainer Marketing plan is developed, the marketing plan is developed using marketing mix and SOSTAC Technique, in this chapter the findings from the CSA (Where are we now) and conceptual framework (Where should we be and what should be LNGTainer's good practices be in) are connected together. Also, based on CSA, LNG-Tainer as organisation, communication method, LNGTainer's competition has been highlighted. The objectives, strategy, tactics, actions and control measures have been identified and discussed as part of marketing plan.

5.1 Situation Analysis:

As (Kotler and Keller 2009, p 704) argues that situation analysis describes the market, the company's capability to serve targeted segments and the competition, therefore situational analysis is critical step in understanding the current situation of any business before developing a marketing plan. Also referring to (Chaffey & Smith 2017), where they describe that more thorough analysis will lead to easier decisions in the later stages, in other words decisions

about strategy and tactics will be simpler when you know your customers, your competencies and resources as well as market trends, hence more effort has to be dedicated to the situational analysis.

Therefore, to analyse the current state of LNGTainer’s Marketing efforts, it is important to understand what measures the LNGTainer has taken so far to promote their product. How is their marketing team performing when compared to competition? How effective is LNGTainer’s communication channel? What do customers think about LNGTainer and their response? All these have been answered in Current State Analysis through the survey and interviews.

5.1.1: Description of Business/Organization:

LNGTainer is a Finnish multi-discipline engineering and sales company which specializes in manufacturing LNG ISO Containers. The LNGTainer container, an ISO 40’ container having world’s largest cargo capacity for moving and storing LNG, is the core of the company product range. Offering the best weight cargo ratio in the business, in a safe and durable design. LNGTainer has patented their unique design and technology. LNGTainer Ltd is established by Tom Sommardal in 2011 and registered in Finland having VAT number FI 2442732-4. (LNGTainer, 2018).

5.1.2 Management

LNGTainer has a small and effective management structure. The organization is built as a matrix organization which is flat in structure but optimized in accordance to the competence of each of the employees. Company philosophy is to keep the basic organization as small as possible in order to have easy communication and small economical footprint in terms of management costs. (LNGTainer ISO 9001 Quality Manual, 2018)

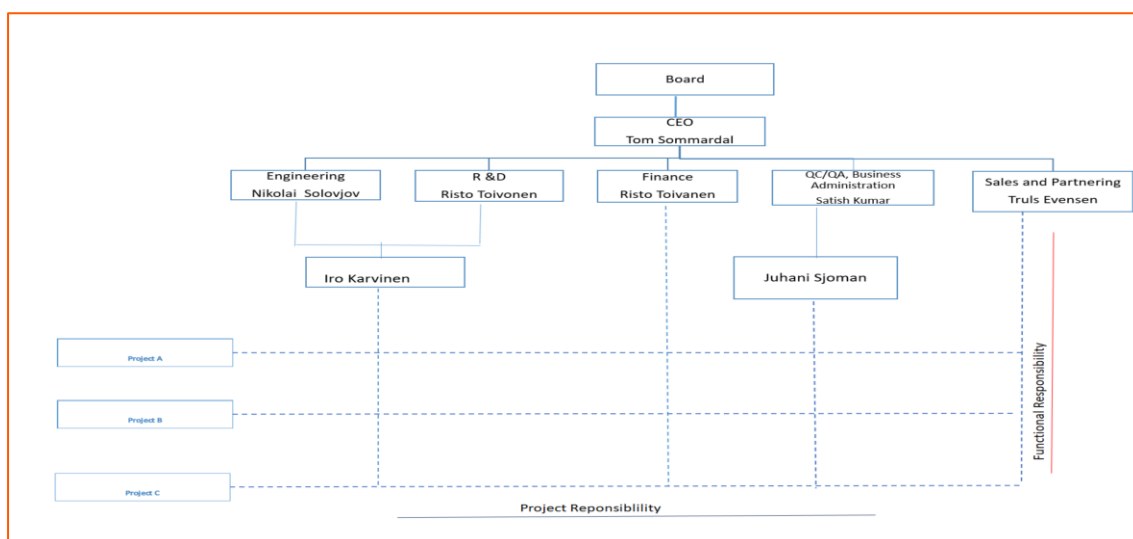


Figure 13: LNGTainer Organizational Chart (LNGTainer ISO 9001 Quality Manual, 2018)

5.1.3 Manufacturing

The manufacturing of LNGTainer ISO Containers consists of three parts:

Outer Tank: The main requirement for LNGTainer's LNG tank manufacturer is that they should have certificate to manufacture pressure vessels (outer tank) in accordance with the ASME standard. As a future strategy in order to have a clear responsibility for the manufacturing process, LNGTainer prefers tank manufacturers who will be able to manufacture the whole unit including the pressure vessel, inner tank, container framing, piping as well as assembly.

In addition to the ASME certificates LNGTainer also requires ISO 9001 certificate as well as close co-operation with LNGTainer regarding the Lloyd's container scheme which is required to be followed in order to maintain the approval for the ADR, RID and IMDG codes (Dangerous goods transport requirements). The whole manufacturing of the containers by the subcontractors should be incorporated to LNGTainer's ISO9001 certified way in order to maintain high quality standard for their product.

Currently, LNGtainer chosen subcontractors fulfill all these needs and has an annual production capacity of 600 units per year. LNGTainer is continuously evaluating more companies to be their subcontractors in various geographical places worldwide taking into consideration quality, price and production capacity.

Inner Tank: Is currently manufactured at LNGTainer Karstula Facility, sourcing of materials for inner tank, details of manufacturing in not disclosed in this report, since this LNGTainer's Know how is been covered under their IP rights

Insulation and Final Assembly: Valves, Piping and Insulation material is done from the suppliers who meet the European and Global safety standards and the final assembly is done at LNGTainer Karstula Plant.

LNGTainer currently focusses on selling ISO 40 ft Containers, this website mainly exists for marketing purpose. Currently they plan to produce to order and do not store any containers in stock, since the cost to produce and store containers are quite high. The website LNG-Tainer.com is designed to attract customers interested in purchasing LNGtainer products and services. Website is designed by external service providers and handled by the LNGTainer staff.

Based on the analysis of the results from the interview with the key stakeholders at LNGTainer indicated that LNGTainer does not have a dedicated marketing team and they are small organization and generally the management itself takes care of the marketing efforts. Their marketing efforts include, various activities such as Direct mail to customers, Attending Energy events in Finland and promoting their product, answering enquiries coming through their website, Internal communication is done through Hailer Application and through emails and external communication they use social media (Via LinkedIn, Twitter and Facebook) but very limited due to lack of resources. They don't send out regular newsletter or have created blogs regularly since there is no dedicated marketing team. Thus, they are not able to make any impact on reaching out to wider audience.

5.1.4 Customers:

In this section, I have focused to understand different types of customers who use LNG Containers, it is good to note that majority of the LNGTainer business is B2B, demographics such as gender, age do not play a important role in creating the customer segment.

LNG Trading Companies: These customers produce, transport and market small and mid-scale LNG. These customers generally involved in LNG Project development around the globe. They use containers to supply LNG for their customers.

LNG Filling Stations operators: These customers operate LNG Filling stations for vehicles in their communities and they use the containers to store and transport LNG to operate their Filling stations,

Small scale electric power generating plants: These customers use LNG as a alternative source of energy to produce electricity which in turn support their communities they operate, they use containers to store and transport LNG.

Industrial users: Off grid industrial users, who would like to replace, Oil Coal energy source to LNG for their energy needs, industries like paper and pulp, Food industry.

Biogas plants: Biogas plants which produce Liquid Bio Gas (LBG), who would like to distribute and Store LBG also use LNG Containers.

Marine Bunkering solution providers: These clients are looking for replacing HFO and MGO with cleaner Fuels, they also use the LNG as alternative fuel, they need containers to store LNG and used for transport.

Government Agencies: These customers are large scale operators, who would like to supply energy to their customers in certain regions who are not connected to the gas pipe line . They use containers to store and transport.

All their potential customers fall under these four potential markets for LNG which can be broadly Classified in four categories

- Marine
- Transport Fuel
- Off Grid
- Gas Grid

And each of these Markets can be further segmented as defined in the below table.

Potential markets	Segments	Sub-segments	LNG user
Marine bunkering Replace: HFO, MGO <i>Heavy Fuel Oil</i> <i>Marine Gasoil (Diesel)</i>	Inter continental	Passenger	Cruise ships
		Cargo	Tankers Container ships
	Intra continental	Passenger	Cruise ships Passenger ferries RoPax
		Cargo / other	RoRo Tankers Road ferries Ice breakers Coast guard Tugs
Transport fuel Replace: Diesel	Light vehicles (CNG)	Passenger cars	Cars
		Light commercial	Vans Delivery trucks Urban buses
	Heavy vehicles (LNG)	Road	Coaches Trucks
		Non-road	Wheel loaders Excavators Bulldozers
		Rail	Locomotives Maintenance vehicles
Off-grid Replace: Oil, coal, peat	Industrial	Heating / smelting	Iron and steel Pulp and paper Chemical
		Drying	Pulp and paper Chemical Food Car
		Raw material	Chemical
	Power generation and / or building heating	Industry	Various
Gas grid Replace: Natural gas	Peak shaving	Residential	Houses / communities
		Service / maintenance	Grid operator
		Back-up	Grid operator

Table 3: Potential markets and segments for LNGTainer

What makes LNGTainer containers attractive to the customers?

Our interview and survey results which we have recorded in chapter 3, while doing the current state analysis majority of the customers clearly indicated that LNGTainer’s low boil feature, light weight, high cargo capacity and more importantly less loading time and no residual left after discharging are the main reasons customers would like LNGTainer containers.

Where and How did you hear about LNGTainer?

The findings from the interview and survey clearly indicated online search, articles which appeared on industry specific magazines and the trade events which LNGTainer participated

were the main three sources where the customers could find LNGTainer. The key word search LNG Container search online on any search engine results in LNGTainer appearing on the top three which lead the customers to LNGTainer.

Feedback:

During the current state analysis Interview and survey results from both the customers and stakeholders showed that LNGTainer container has great potential and LNGTainer needs to develop relationship with other reputed professional manufacturers/service providers who offer complementary products and services. The feedback collected from the customers and key stakeholders are collected in Minutes of Meeting Document as per ISO 9001 standard requirement and also it is uploaded in to Hailer tool (Process Management Tool), which LNG-tainer uses to capture all the information received and this data is critical for LNGTainer in further development or even improving its product.

5.1.5 Communication:

Based on the survey and interview results while CSA indicated LNGTainer has been using various channels to prompt its products. The different approaches are been covered below.

Partnership with Complementors

LNGTainer, has realized based on customers feedback and through Customer Survey and inquiries that LNGTainer, simply moving the LNG from A to B does not solve the problems of energy -intensive businesses, but customers needed complementary equipment's to utilize LNG to get energy for their homes or industry. Complementary solutions to LNGTainer's gas container provide customers with benefits such as ease of use, reliability and customer knowing exactly what the total system will cost and how fast the system can be put into operation (installation time).

The complete Turnkey solution concept is shown in Figure 14.



Figure 14: LNGTainer Turnkey solution concept

When talking with customers discussing their requirements and needs, LNGTainer has learnt that system supply is the key to meet the requirements of our customers' requests. In order to manage, LNGTainer must in addition to further development of a cutting-edge technology and system design of ISO containers, they should also be able to provide additional technology outside our own scope of design. Briefly which can be summarized this into following equipment:

- Liquefaction systems
- Regasification
- Power generation
- Transportation and storage tanks
- Gas filling stations

Develop relationship with Partners:

According to the Stakeholders feedback received during interview, LNGTainer approach will be joining hands with other professional manufactures/service providers who offer complementary products/services to their business. (In case of LNGTainer Oy, who can offer complementary products to LNG Containers). These partners should be trustworthy and should a reputable name and should be good in the business what they do, collaborating with these partners will in turn prompt LNGTainer while they implement their own projects, hence the reach out for LNGTainer will be large. Currently LNGTainer is working with big industry

players who offer the complement equipment's for turnkey solutions; however, the names have not been disclosed in this report due the NDA agreement between the parties.

LNGTainer Website:

The interview and the survey result clearly indicated that LNGTainer strength is their webpage, more than 50% of their leads were generated by users visiting their webpage. LNGTainer Webpage is designed well, The SEO Keywords like LNG Container, LNG Container Manufacturer, LNG ISO Container propel them to appear in top 10 positions in all search engines (Google and Bing), however there is a scope for improvement since clients search for other turn key solutions along with LNG Containers, Also it received the feedback the website should contain some educational videos, this can be done by updating the new videos with precise and covering all aspects of turn key solutions. The interview and survey results in CSA (in the previous chapter) indicated the same.

The domain overview of LNGTainer website when analyzed using Neilpatel SEO analyser app on Neilpatel.com, clearly indicates the position in which the LNGTainer URL appears when the customers search using the SEO key words mentioned above. The table 4 below from Neilpatel SEO analyzer App shows data pertaining to LNGTainer Domain

SEO KEYWORDS	VOLUME	POSITION	EST.VISITS
LNG Container	30	1	9
LNG CONTAINER Manufacturer	10	1	9
LNG ISO Tank Price	10	3	1
LNG ISO Container Cost	10	4	1
CNG Shipping Containers	10	9	1

Table 4: Domain Overview of LNGTainer.com Source: Neilpatel.com (2020)

Advertising:

As per the stakeholders, paid advertising was done initially through Print Media through industry specific magazines and through online. LNGTainer also got some advertising of their product through retargeting links with whom they worked in developing their product. One such advertisement which appeared in the local magazine can be seen in the below figure 15 below:



Figure 15: LNGTainer advertisement Source: Tank container Magazine (December 2017, p.9)

Interview with the key stakeholders also indicated that they have stopped using paid advertisement on both print and online media due to budget constraints. They are now replaced it with sharing it on Online media through (LinkedIn, Facebook and Twitter), which is covered under social media heading below. Retargeting advertisements were placed by suppliers of LNGTainer to prompt their products which in turn gave LNGTainer more reach to the market. Examples of the same can be found on their Webpage under news tab.

Social Media:

Due to budget and Resource Constraints, LNGTainer engagement with the social media is limited. It is also evident from the interview with the stakeholders that awareness about their Product as well as educating about the use of LNG has to be done, since both the LNG industry and LNGTainer product (container) are both new and emerging. Customers also showed keen interest to see more videos/blogs on social media platform, It was also noticed there are only 2 videos on LNGTainer you tube channel, however one of their main competitor Chart Industries has around 90 + videos, 9 videos pertaining to LNG, it shows engagement with Social Media is critical. LinkedIn, Facebook, Twitter along with You tube channels are the recommended and most effective way to reach out the potential customers for LNGTainer.

Direct Marketing:

As per the stakeholder's interview and by reviewing their sales and marketing process, Direct marketing is the channel LNGTainer uses extensively. They use various approach under direct marketing, the enquires which they receive through their webpage are captured into Hailer (The tool which they currently use), and they send out emails to this customers with the brochures and a brief introduction letter as attachment, explaining the benefits of their container. The brochure which they send out is depicted in the figure 16 below.



Figure 16: LNGTainer Brochure

They also have the face to face meeting with the potential customers who visit them at their factory or corporate office premises, generally they demonstrate their product with a miniature version of the idea of how their tank is designed. The details are not disclosed in this report due to IP rights.

Tele marketing is also done by contacting the potential customers and providing the potential customers with needed information and by introducing their product, it is worth to note, however it is limited due to budget constraints.

Face to face selling is almost non-existent since they do not have budget to allocate to the marketing team to travel and to market their product at customer premises.

Newsletter:

By looking at their ISO documentation and their online activity and based on the feedback received from the stakeholders (referring chapter 3 CSA) LNGTainer sends out Quarterly reports to internal stakeholders, which has newsletter about the progress being made.

For external customers, they send out twice in a year, annual letter from the CEO and also the event report in which they attend every year at Vaasa. However, they update at least once in a month on their social media pages about news or development in LNG market. The key stakeholders along with the marketing team understands that sending out newsletters is very effective and one of the best methods to communicate and market about LNGTainer, they plan to create more content once they sort out the financial concerns.

Blogs:

As per the stakeholders, not much a content is created to maintain the blog, they understand that it is vital for the new and emerging industry like theirs needs lot of content to educate the potential customers, blog can be effective marketing tool. Similar to newsletter they post occasional reviews about LNG industry on their LinkedIn page. They are also planning to create a platform on Hailer (Process tool) what they current use for their customers like FAQ, where customers can find answers for their queries and share their ideas and requirements. However, it is not been done due to budget constraints.

Events:

LNGTainer participates in Trade show event which is dedicated Energy sector every year which is held at Vaasa Finland. According to the stakeholders (Chapter 3: Interview results) events are critical since the product they sell is B2B and businesses usually visit these specialised events, they participate in Energy Events across Finland which serves a platform to prompt their product. Attending international energy events can give them excellent platform to prompt their new innovation however they are not able to do it due to financial constrain. They currently rely on social media, national events which happen in Finland and their own website. Also, word of mouth has helped to some extent. The marketing from competitors, specifically from Chart-Ferox, CIMC, INOX is quite aggressive since they have the financial capacity due to their market share. They usually are present in energy events and all forums worldwide which is very critical in acquiring new clients in container business.

The current practice is that they send out the personal invitation to all the internal and external stakeholders including the potential customers (leads which are in their database hailer) inviting them to attend the event and encouraging them to share their experiences and ideas how they improve their product. According the stakeholders they would like to participate in international events which they plan to do once their financial issues are sorted out.

Internal Marketing:

Hailer, Process management tool is supposed to be the tool used for internal communication, however Hailer is used more to store the data, most of the staff do not access the hailer since they are comfortable using emails. They also use WhatsApp for their internal communication, Skype and Google hangouts for the meetings, since some of their staff sit in different geographical locations. Hailer is not used by the staff due to its limited functions and lack of training of using the tool and the resistance to change from the team members is also a reason. It is also worth to note based on the feedback received from the stakeholders, the budget cut

has also hampered in adopting the latest version of Hailer or even better internal communication tool. However, currently with the limited budget the gmail account and Office365 is currently serving their purpose.

It can also be noticed that competitors like Chart Ferox, CIMC spend quite a substantial amount in advertising, their marketing efforts can be seen and felt in all types of media be it print, electronic, sponsoring the event and also attending the international trade show events, whereas LNGTainer due lack of budget limits its power to reach out to wider audience, The stake holders understand this and would like to improve this once their financial situation improves.

Brand and Branding

Standard colour and Logo is been created, Brand name is carefully considered LNGTainer is synonym/rhymes with LNG containers, which has resulted in LNGTainer webpage appearing in top 3 search when searched online on Google or Bing platforms.

Business Cards, Brochures, Technical Manual and other materials all contain the same colour and Logo for example Company employees wearing the LNGtainer Logo Shirts similar to their other line of business NTC Northern Tanker Company.

5.1.6 Competitive Strategy:

Competition analysis is done based on two aspects one based on the product and its features and to understand the positioning of LNGTainer Containers in the market and in the second part of the competition analysis benchmarking is done on pricing and marketing strategies.

As per the key stake holders that containers manufacturers in this analysis are positioned close to each other are similar on the relevant dimensions by the consumer. For example: customers see Wessington, Chart Ferox, Cryo container M1 Eng and LNGTainer product as similar. They are close competitors and form a competitive grouping. LNGTainer has introduced a new type of container, according to the stakeholders their target is being a high value product which is distinctly different with a wide scope. (An area on the map which is free from the competitors).

The below table 5 compares LNGTainer's with its competitors on Tare Weight and Cargo Volume.

Weight / Capacity comparison

	LNGTainer	Chart Ferox	FTG co	Wessington	Cryo Cont	Rektor	M1 Eng	CIMC	WesMor
Tank size	40 ft	40 ft	40 ft	40 ft	40 ft	40 ft	40 ft	40 ft	40 ft
pressure	6 bar	6,89 bar	7 bar	6,89 bar	8 bar	6 bar	6 bar	6,89 bar	7,93 bar
Tare / weight of empty tank [kg]	9000	11500	14200	12670	11925	14780	10700	11500	11204
Cargo volume 100 % [m3]	50	43,5	43,0	43,5	45	35	46,0	43,5	43,55
LNGTainer's cargo volume bigger in %		15 %	16 %	15 %	11 %	42 %	9 %	15 %	15 %

Table 5: Comparison table with LNGTainers Competition

Weighting Scale

According to the stakeholders LNGTainer Value Drivers, the key buying criteria according to the priorities of their target customers are depicted in the chart below.

Cargo Volume	Transport Cost	Tare Weight	Monitoring System
50%	25%	10%	15%

Value Ranking:

According to key stakeholders LNGTainer product is ranked versus their competitors for each of the value drivers or key buying criteria is been rated as shown in the below Table 6:

Product or Service	Cargo Volume	Transport Cost	Tare Weight	Monitoring System
Weighting	50%	25%	10%	15%
LNGTainer	9	9	8	8
Chart Ferox	6	5	6	1
Wessington	7	7	4	1
CMIC	6	5	6	1
MI Eng	8	7	7	1

Table 6 Value Ranking chart for LNGTainer (LNGTainer Business Plan Report 2019)

Positioning

The positioning map table below determines LNGTainers market position In relation to their competitors with regard to value, price and market share.

How the calculations is done:

- Under Value Drivers tab- Cargo Volume, Pressure, Tare Weight and Tank Size are considered.
- Under Weighting tab – Highest Weightage is given to Cargo Volume, Next is Tare Weight, Tank weight and pressure.
- Under "Value Rankings" tab, I have ranked our product versus your competitors for each of the value drivers, Cargo volume is given the highest value.

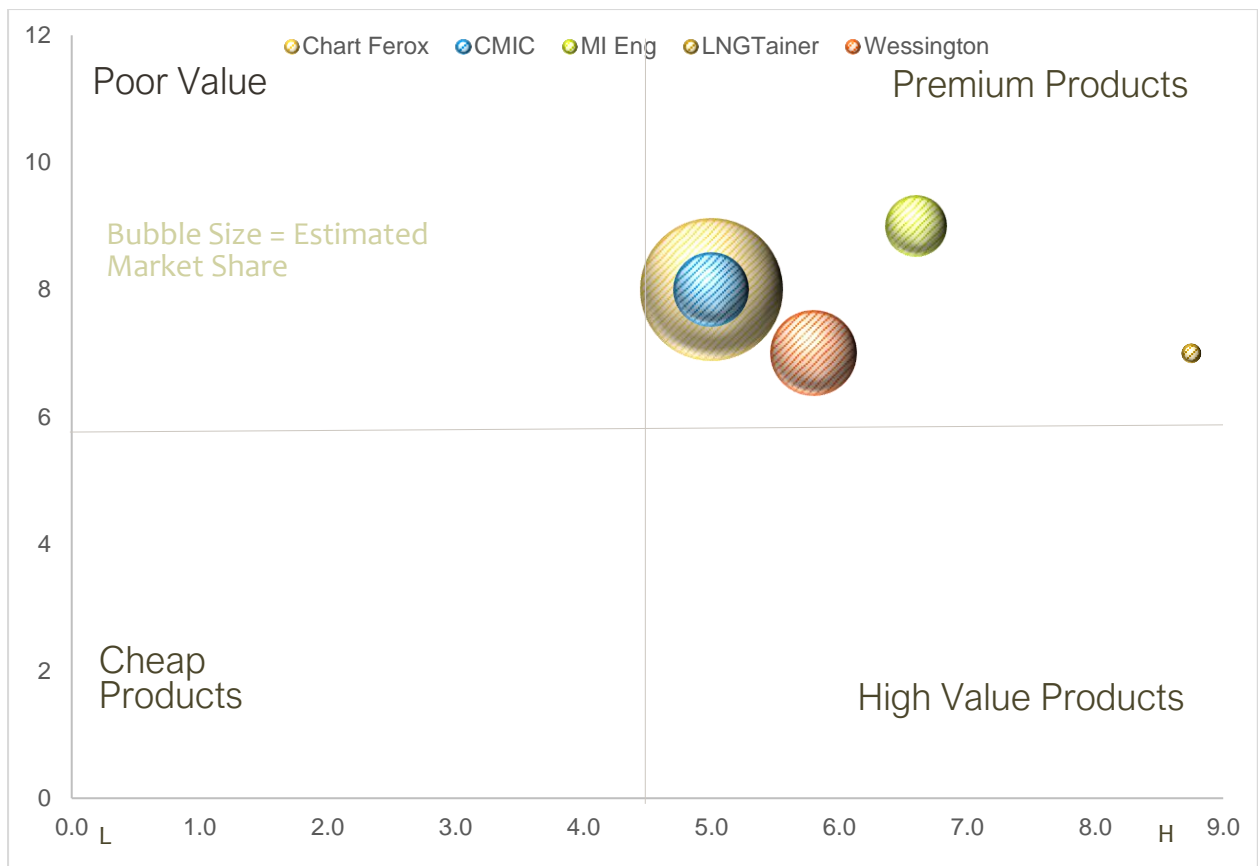


Figure 17 Positioning map of LNGTainer (LNGTainer Business Plan Report 2019)

In a nutshell, we can see from this analysis that LNGTainer can increase our market share. Assuming we capture 30% of the market share and relatively price the product as our competitors, we will be in the area of "High-Value Product". In the graph, we see that we are only company being close to the high-value product and ahead of competition.

If LNGTainer considers introducing a new type of container we should look for an area on the map free from competitors. Blue Ocean Strategy. In LNGTainer case, it can target the area of High-Value product (an area on the map which is free from the competitors) provided if LNGTainer keeps the cost of the container competitive.

Competition analysis second part:

As per the stakeholders, it was also important for LNGTainer to understand the competitor's communication channels and pricing to understand how competitive LNGTainer when compared to competition. Based on analysis on Benchmarking as shown in the table 7 below it is clearly evident Chart industries manufacturer is most active on social media channels such as LinkedIn, Twitter, Facebook and Youtube. Data show that Chart industries have largest number of subscribers, LNGTainer does produce good SEO ratio results compared to competitors, LNGTainer website layout is clear and it can be easily navigated and user friendly, where as

it is not the same with CIMC or Corban, however LNGTainer lack the penetration and reach due to limited content creation on their social pages, this is again due to the financial constraints. It can also be noted since LNG industry being niche industry and business is mostly done between B2B, participating in Trade shows both national and international and conducting road shows are critical for creating product awareness and to have better penetration, it can be seen that CIMC and Chart are very active and they excel in this field. Advertising in industry specific magazines play a critical part in marketing LNG Containers, which LNGTainer is not doing due to limited budget. The other critical factor to note is the price of the containers, which shows LNGTainer is highly priced compared to competitors, According to stakeholders they are working on bringing the price down in par with competition and Economies of Scale will help to reduce the price once LNGtainer scale up their production, The details of how the pricing is done is not disclosed in this report due to confidentiality .

Competitors Benchmarking				
	LNGTainer	Chart Ferox	Carbon	CIMC
Strategy	<ul style="list-style-type: none"> • Design and manufacture of highly engineered LNG Containers. • Focus on Growth • Provide Turn Key Solutions 	<ul style="list-style-type: none"> • Design and manufacture of highly engineered all cryogenic equipment. • Provide Turn Key Solutions • Global Presence 	<ul style="list-style-type: none"> • Produce Large Scale Quantities of ISO containers. • Focus LNG, CNG, and LPG industries. • Provide Tailor made solutions for customers, which are cost efficient and reliable 	<ul style="list-style-type: none"> • To be Worlds leading supplier of logistics and energy equipment. • Dedicated to supplying high-quality and reliable equipment and services. • Cater to needs of Diversified sectors.
Product Range	40 Ft ISO Container	40 Ft ISO container	40 Ft ISO Container	40 Ft ISO Container
Cost	128,000 USD	110,000 USD	105,000	90,000 USD
Marketing Channels	www.LNGTainer.com	www.chartindustries.com	www.corbanenergygroup.com	http://www.cimc.com/en/
	Energy Trade events in Finland	Print Media Advertisements	Print Media Advertisements	Print Media Advertisements
		Road Shows	Trade Events Worldwide	Road Shows
		Sponsoring Events		Trade Events Worldwide
		Trade Events Worldwide		
Web Site Analysis	Clear Content	Clear Content and easy to navigate	Simple website, not much details available	Difficult to Navigate
	SEO optimised for Search Engines	SEO Optimised for search engines, Paid Ads	Difficult to find on Search Engines	SEO not optimised,
	Clear Links to Social Media	Clear Links to Social Media	No social media links	No social media links
	No Blogs or Videos	Blogs and Videos		Limited Blogs and Videos
Social Media	Linkedin Followers: 131	Linkedin:16,326 Followers	No Social Media Presence	Linkedin 110 Followers
	Twitter: 40	Twitter: 2242 Followers		Twitter: No presence
	Facebook: 68 Followers	Facebook:1888 Followers		Facebook: No Presence
You Tube Videos	You Tube Subscribers:5	You Tube Subscribers: 939		You Tube: 7 Subscribers
	2	91	Nil	6

Table 7 Competitors Benchmarking- Data updated as of Feb 15th, 2020

5.1.7 Current Marketing Calendar:

Based on the stakeholder's interview, LNGTainer marketing calendar can be defined as follows:

- Social Media feed: Starting Jan 2019 every month, they have published an article/video/blog, which they would continue into year 2020.
- Events: Every year they participate in Energy event held in Vaasa during March; they have been participating in this event since 2016.

Also, based on the feedback received from the shareholders they would like to review their current marketing calendar and become more active, for which they will be allocating the required budget.

5.1.8 Strength and Weakness of current marketing activities of LNGTainer:

Based on the interview with the potential customers and stakeholders, I have summarised strength and weakness of LNGTainer which is depicted in the table 8 below, the outcome is similar to our initial analysis when we did the CSA. Potential customers do believe that LNGTainer have a great product and would like to switch over from conventional containers, however they need working references for before they commit themselves.

Also after performing Current state analysis, it clearly emerged that there are significant weaknesses which were related to marketing communication, for example, LNGtainer participation in international trade events is not present which is very critical to promote their product and their presence in social media is limited YouTube educational videos is not present at all, whereas their competition, Chart industries dominates in that area.

It is also noted from social media analysis, even though LNGtainer has some presence on social media, there is lot of scope for improvement, which has caused low engagement of target and potential customers. The budget is very limited or negligible for LNG-Tainer marketing communication purpose. Also, marketing efforts are not in line with meeting the objectives, all these factors are contributing for LNGTainers low market presence.

<p>Strengths:</p> <ul style="list-style-type: none"> • Good Webpage-TOP SEO. • Experienced Team • Good Technology • Decent Social media presence • Big market, due to mandatory implementation of regulations. 	<p>Weakness:</p> <ul style="list-style-type: none"> • Strong Brand image not present/Less Market Presence. • Cost of the product. Price sensitive Market. • Less Market Presence and low engagement. • Low budget • Less Resources • Strong Competition • No proper engagement of marketing tools.
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Table 8: Strength and Weaknesses of LNGTainer current marketing activities.

5.2 Objectives:

According to Kotler and Armstrong (2012) a company's objectives should be defined a specific term so management can measure progress and plan correction action, if needed to stay on track, so the main idea is to find out where are you leading to? And where you want to be? Should be your objective. During situational analysis we have identified areas which needs improvements this can be objectives for LNGTainer.

The primary objectives are clear that LNGTainer need to focus on their marketing plan so that it can attract new customers and increase its market presence with right pricing and positioning their product, this primary objectives can be achieved by also focussing on the secondary objectives like create brand image, find new partners, increase customer awareness through creating educational content, increase number of website visitors, number of subscribers/followers on social media, conversion rate and NPS score.

There are various approaches to achieve these objectives here we adopt the RACE Framework approach Chaffey & Smith (2017, p. 579), the approach sees at objectives as the customer moves through the customer life cycle from initial contact to lifetime loyalty. These above defined objectives are well defined and thoroughly thought through

and they are SMART (Specific, measurable, achievable, realistic and time related. (Chaffey & Smith 2017)

5.3 Strategy:

As (Chaffey & Smith 2017 p.581) explain objectives tell us where we want to go, whereas strategies guide how to get there. Strategy should utilize distinctive competitive advantage, work on their strengths with an assumption that customers and market actually wants their strength, Based on the interview and survey result conducted during our situational analysis, it is clear that LNGTainer customers and market are interested in LNGTainer container value proposition which is their strength and their strategy should be developed keeping this in mind. Also, based on the interview, survey results and situational analysis adopting Digital strategy along with focus on Pricing and Product would be the strategy I would chose for LNGTainer, for creating a digital marketing strategy nine key components should be considered which are Target Markets, Objectives, Positioning, Processes, Partnership, Sequence, Integration, Tactical tools and Engagement, which is also known as TOPPP SITE. (Chaffey & Smith, 2017 p.584). Also, this strategy is chosen since it easy to implement, economical and can be measured.

Considering all these factors and components I have considered the following things as part of LNGTainer Digital marketing strategy to boost their market outreach and attract new customers.

- Content Management: Audit existing content, identify top 3 performing posts identify patterns and replicate. Redesign old blogs and contents posts in to more visually appealing with more infographic, pictures etc. Creating and sharing videos.
- SEO: Focus on creating and using more key words to enhance their results on search engines, partner with our LNGTainer network to build links to have far more outreach
- Advertising: Paid advertisements on Social media and print media particularly on industry specific magazines,
- Events: Create a calendar to participate in major trade events related to energy sector.
- Social Media channels management: Define Activities, Create, Curate and Share Blog Content, Create content review process, marketing calender for posting and sharing. Create profile and brand visuals.

5.4 Tactics:

Based on the interview with the stakeholders it was clearly understood that they have limited budget for their marketing efforts, hence choosing the right tools which are economical (minimum or no cost involved) and effective is critical for successfully implementing a marketing plan and to allow LNGTainer to acquire customers.

Tactics is the next logical step after strategy, Tactics are short term and flexible whereas strategy is longer term and more enduring I have used the Tactical matrix as shown in Table 9 - below which aligns with the needs of LNGTainer, The tactical matrix is intended to help to make a more informed discussion when choosing which tools work best for certain tasks. The tactical matrix is created by referring (Chaffey and Smith 2017, p. 592).

Tactics Matrix										
Tactics Matrix	Benefits →	Reach	Speed	Time	Message Size	Targeting	Cost: CPC/CPM	Personalisation	Control	Credibility Message
Objective ↓	Tactic Channel ↓	High	High	Fast	Large	High	None/Low	High		
Awareness/Familiarity	Educational Videos	High	High	Med	Large	High	Med	Med	Med	High
	Ads on Print Media	Med	Med	Med	Med	High	High	Med	Med	High
	Sponsorship	Med	High	Slow	Med	High	High	Med	High	Med
	Social Media (Content Marketing)	High	High	Low	Med	Med	Low	Med	Med	Med
	Participation in Energy Trade shows	High	High	High	Large	High	High	High	High	High
	Direct Emails	Med	High	Low	Low	High	High	High	High	High
Consideration	Search Ads/SEO	High	High	Med	Med	High	Low	High	High	High
	Web Site Incentives	Med	Low	Med	Low	High	None	High	High	High
	Social Media	High	Low	Slow	Large	Med	None	Med	Low/Med	High
	Road shows	High	Med	Med	Large	High	High	High	High	High
	Sales Pitch	Low	Med	Fast	Low	High	High	High	High	High
	Direct Emails	Med	High	Low	Low	High	High	High	High	High
Decision	Videos	High	Med	Large	High	Med	Med	Med	High	High
	Search Ads/SEO	High	High	Med	Med	High	Low	High	High	High
	Web Site	Med	Low	Med	Low	High	None	High with video content	High	High
	Telesales	Low	High	Med	Large	High	Low	High	High	Med
	Sales Pitch	Med	High	Med	Low	High	High	High	High	High
	Videos	High	Med	Large	High	Med	Med	Med	High	High
Post Purchase Relationship Building	Exhibition/Roadshows	High	Med	Med	Large	High	High	Low	Med	Med/High
	Direct Mail/email, newsletters/Special offers/added value	Med	High	Fast	Large	High	Low	High	High	Medium
Post Purchase Repeat Sales Loyalty	Social Media	High	Low	Slow	Large	High	None	Med	Low/Med	High
	Direct Mail/email	Med	High	Fast	Large	High	Low	High	High	Med
	Social Media	High	Med	Slow	Large	High	None	Med	Low/Med	High

Table: 9 Low Budget Tactics Matrix for LNGTainer developed based on (Chaffey & Smith 2017, p.592)

The matrix is constructed as follows. The first column is a linear buying model for a high involvement purchase, the second column indicates the tactical tools used at every stage, and the rest of the columns analyse the tactical tool across nine different criteria's such as reach, speed, lead time, message size, targeting, personalisation, COST, Control and credibility.

5.5 Actions:

Tactics breakdown into action, each of the tactics are further broken down to series of action items, in other words actions are meant to complete the tasks as planned. Excellent execution can be achieved with attention to details, clear processes, procedures and checklists. internal marketing (communication, training and motivating staff) is vital. good project management skills are essential during the implementation or action stage.

With the selection of low-cost tactics approach, LNGTainer can make a Gantt chart where in all the marketing tactics are listed for the next financial year. First column in this chart 10 below depicts the tactical tools and first row header shows the months.

Months →	J	F	M	A	M	J	J	A	S	O	N	D
Tactics ↓												
Website update		X	X	X								
SEO /AD Words	X	X	X	X	X	X	X	X	X	X	X	X
Social Media posts	X	X	X	X	X	X	X	X	X	X	X	X
White paper /e -Newsletters	X			X				X				X
Exhibition and Events			X			X			X			X
Road Shows					X							
Display Ad/Banners			X									
Blogs	X	X	X	X	X	X	X	X	X	X	X	X
Direct Mail	X	X	X	X	X	X	X	X	X	X	X	X
Affiliate and Partner Marketing					X							X
Advertising on Print Media			X			X			X			X
Sponsorship-Communities					X							X

Table: 10 Gantt Chart Action plan for LNGTainer, developed based on (Chaffey & Smith 2017)

This chart can be used also as a marketing planner, where in various marketing activities are listed for the entire year. During this stage execution plays the key role, to properly execute each tactic defined, it should be assigned to a specific individual and timeline needs to be set (Chaffey & Smith 2017), considering this I have created additional marketing planner for LNGTainer depicted in the table 11 . below, which is more precise and includes tactics (methods/approaches), responsible person (Who?), actions (What/How?) and time (How often/frequent)

Action Plan				
Tactics Tools	Who?(Responsible Person)	What/How? (Actions)	Why?	How often
Website update	LNGTainer Marketing Team	Regular Update	Critical to have a fully functional and upto date webpage for LNGTainer to grow.	Weekly
SEO /AD Words	LNGTainer Marketing Team	Research for key words trending Optimize and update	Following the trend in energy industry and to adopt to appear in top list on search engines	Weekly
Social Media posts	Manager/Director Marketing Tea	Content creation. Posts (Blogs, events, news letter, videos etc	Create brand awarness and market presence	Weekly/Monthly
White paper /e -Newsletters	Manager/Director Marketing Tea	Research papers about the changes in the LNG industry and in particular about LNGTainer, Expert opinion, advertising in industry related magazines	Create brand awarness and market presence, Attract and colloborate with partners and customers	Semi annually
Exhibition and Events	LNGTainer Marketing Team	Identify, select, Arrange and Participate	Create brand awarness and market presence, Attract and colloborate with partners and customers	Semi annually
Road Shows	LNGTainer Marketing Team	Identify, select, Arrange and Participate	To demonstrate the products value preposition, Attract new customers	Quarterly
Display Ad/Banners	LNGTainer Marketing Team	Display Ad Banners, about Know how and promote LNGTainer and benefits it brings in	To demonstrate the products value preposition, Attract new customers and good for PR	Semi annually
Blogs Posting	Manager/Director Marketing Tea	Blogs about LNGTainer, Message from CEO/Key staff, explaining about latest trends in LNG Industry, Policy changes	Good for PR and brand building, LNGTainer blogs should be the go to for answers on LNG industry.	Monthly
Direct Mail	Manager/Director Marketing Tea	About product, events, new developments, offers,Policy Changes	To attract new customers, create brand awareness	Monthly
Affiliate and Partner Marketin	LNGTainer Marketing Team	To promote about LNGTainer, incentives of joining hands, to develop better solutions	To have wider reach, improve and increase the product range.	Quarterly
Advertising on Print Media	Manager/Director Marketing Tea	Scout, identify, Publish about Product offers. Educate customers	Good for PR and brand building, LNGTainer blogs should be the go to for answers on LNG industry.	Quarterly
Sponsorship-Communities	LNGTainer Marketing Team	Identify, select, Arrange and Participate	Good for PR and brand building	Semi annually

Table 11: Action plan for managing Marketing activities for LNGTainer.

This action planner is easily implementable and is cost effective considering the fact of LNGTainer low budget. The annual marketing budget for marketing for LNGTainer will be allocated based on the tactics proposed here, LNGTainer management will not disclose their actual their actual spending and will allocate the funds as needed up on further review by the management. This has been kept out of scope for this thesis.

5.6 Control:

Control helps management access and decide whether corrective or preventive actions or planning which was implemented is working or not and follow up with an action plan if needed and initiate the correction action to keep the keep the project in line. This is the last part of the SOSTAC Planning model.

The good control process should involve:

- Key Performance indicators to be measured to check the progress of the plan implemented.
- Comparing actual performance against the plan.
- Maintain an accurate, timely information concerning the projects products and their related documents. This will help to reduce risk by finding what works and what doesn't.

Various performance indicators are measured to check about the progress. LNGTainer's KPI include, LNGTainer Webpage visitors, Duration, Enquiries, leads, Conversion rate, Brand awareness level, Social Media Analysis, Engagement Rate (likes, comments and share), Blogs Subscribers and Loyalty Levels (NPS). These KPIs can be measured Weekly, Monthly Quarterly during the calendar year.

Keeping this in mind, I have created the Control metrics as shown in Table—below. This table helps LNGTainer to measure their success against the defined marketing plan they have put in place.

Control Metrics		
KPIs	How Often? (Daily, Weekly, Monthly, Quarterly)	Responsible Staff Member
LNGTainer Webpage Visitors	Weekly /Monthly	LNGTainer Marketing Team
Enquiries	Weekly/Monthly	
Leads	Quarterly	
Conversion Rate	Quarterly	
LNGTainer Social Media Followers (Facebook, LinkedIn, Twitter and Youtube)	Monthly	LNGTainer Manager/Director Marketing

Engagement Levels:	Monthly	LNGTainer Manager/Director Marketing
<ul style="list-style-type: none"> • Likes • Comments • Shares 		
Blogs subscribers	Monthly	LNGTainer Manager/Director Marketing
Churn rates -unsubscribe (to email-newsletter)	Monthly	LNGTainer Manager/Director Marketing
Loyalty levels Net Promoter Score (NPS)	Semi Annually	LNGTainer Marketing Team

Table 12: Control Metrics for LNGTainer (developed based on: Chaffey & Smith 2017, p. 603)

All these KPI mentioned in the above chart are measured and assessed and if any corrective actions are needed it will be implemented with the support of LNGTainer Management and Marketing team.

5.7 Marketing Mix: 4P's

The major marketing mix tools are presented in situational analysis earlier in this report product and promotion are clearly defined as part of proposed marketing plan, however the price of the LNGtainer product also plays a vital part in their marketing effort hence I have briefly touched up the Pricing aspect, LNGTainer management would not like to disclose the approach they will adopt in pricing their product since this will be part of their strategy.

5.7.1 Price:

LNGtainer would like to position their product in such a way that it is compatible with the image of the product. For example: If the product were positioned as a high quality, exclusive item it would be counterproductive to price it too low. The pricing approach is not disclosed. However, in General, How LNGTainer sources its material from various suppliers, where it produces – assembles and what process it follows determines the price, Also, payment terms and selling complementors along with their main product determines the pricing of their container.

5.8 Key Findings from SOSTAC Analysis.

The key findings based on this research involving LNGTainer and the recommendations which needs to be followed as part of the proposed marketing plan is listed out below.

Engage with Employees:

LNGTainer needs to train and engage their team members and stakeholders in using the marketing tools, encourage them to spread the word with friends and their contacts is essential step forward for LNGTainer getting off the ground. For example, sharing the blogs/posts or by tagging on their social media pages on Facebook and LinkedIn can boost the market reach with no additional costs.

Develop relationship with Partners:

Joining hands with other professional manufactures/service providers who offer complementary products/services to their business. (In case of LNGtainer Oy, who can offer complementary products to LNG Containers). These partners should be trustworthy and should a reputable name and should be good in the business what they do, collaborating with these partners will in turn prompt LNGTainer while they implement their own projects, hence the reach out for LNGTainer will be large.

Website design:

Develop a body of persuasive content which will lead to search engine optimisation. They need to maintain their web page, which is current good, but needs to be enhanced for other key words for SEO. Website also requires new videos mostly educational which will draw traffic, the reason being the LNG Industry being new, customers seek answers.

Advertisement:

Advertise in industry specific magazines and journals both online and print version, this is critical for LNGTainer, the industry which LNGTainer operates in traditional and highly regulated, industry. Customers refer industrial magazines and journals for expert opinion before buying. To adopt the consumer behaviour, it is critical for LNGTainer to advertise.

More active Blogs/Videos:

LNG industry is emerging and the technology is new, hence creating the blogs and new videos showcasing how system works will attract and influence many professionals

across the energy industry, also due to the regulations consumer behaviours are changing and the industry is seeking for answers, hence these videos/blogs will help the customers to decide and adopt change. Keeping a steady flow of fresh content will provide LNGTainer more visibility and will increase the engagement with the followers.

Social Media:

LNGTainer needs to be more engaged with social media especially on LinkedIn, Twitter, YouTube and Facebook. Sharing the customers stories, events, seminar, events (LNG-Tainer participates) educational videos, Podcasts, interviews should be adopted.

Currently, LNGTainer uses LinkedIn, twitter and Facebook for their social media activities, Youtube is not been used much, YouTube should be engaged more frequently. Case studies and the projects implemented should also be share on the social media.

Content Marketing:

Since the LNG Industry is new and industry is still adopting the new technology, there is also a need of active content marketing effort on various platforms such as LinkedIn, LNGtainer.com and Facebook. The content mix should include plenty of eye- catching visuals, unique imagery, and videos. This helps LNGTainer feeds, to stand out and helps to build LNGTainer brand.

Events:

LNGTainer participates in Trade show event which is dedicated to Energy sector every year which is held at Vaasa Finland. Attending such events are critical since the product LNGTainer sells is B2B and businesses usually visit these specialised events, LNG-Tainer participates in Energy Events across Finland which serves a platform to prompt their product. Attending international energy events can give LNGTainer excellent platform to prompt their innovation. The marketing from competitors, specifically from Chart-Ferox, CIMC, is quite aggressive since they have the financial capacity due to their market share. They usually are present in energy events and all forums worldwide which is very critical in acquiring new clients in container business.

LNGTainer needs to continue the current practice wherein it sends out the personal invitation to all the internal and external stakeholders including the potential customers (leads which are in their database hailer) inviting them to attend the event and encouraging them to share their experiences and ideas how they improve their product.

Road Shows

Doing road shows and showcasing how your product functions in the real scenarios will be greater boost for promoting LNGTainer containers.

Newsletters:

Currently LNGTainer sends out newsletters once in a year, LNGTainer should adopt sending out newsletters more frequently, to all potential customers and Stakeholders. It is one of the most effective way to reach out and communicate. It will also be a good practice to adopt and share about the latest trends, news while updating about the offers and benefits what LNGTainer containers can bring in.

Analyse Competition:

Keeping an eye on the competition is critical for LNGTainer, since the new trends/technology and products drastically effect their business, it is critical to observe the competition and identify which areas LNGTainer can focus on instead of following the competition.

Post Purchase Relationship Building:

LNGTainer should send out direct mail to previous customers and clients providing them with offers and update about the new developments. This sort of personal communication generally encourages clients to spread the word, which will in turn generate good referrals.

6. Validation of the Proposal.

By far the validation of the Proposal was the most challenging part of this thesis, this section explains and validates the initial proposal and presents the Final Marketing plan recommendations. The initial proposal was presented to the key stakeholders at LNGTainer. The feedback received from these stakeholders stated the thesis has captured the current situation of the marketing efforts of LNGTainer very well, LNGTainer recognizes they need to allocate the resources in terms of money and manpower to drive uplift their marketing efforts.

It was also suggested that I need to keep all the names of their key stakeholders who were surveyed and their assembly process confidential and should not be shared in this

research work. They also agreed that SOSTAC Model along with Marketing Mix are appropriate for the analysis of this case. As part of the Marketing Mix analysis, they were particular to keep their Pricing approach and Place where they are planning to produce details confidential since this is very critical for their overall strategy to be competitive. Survey questions were vetted from the CEO and Sales director, changes recommended were duly adopted. Under Conceptual framework reference was made by the key stakeholders particularly about Referrals. They considered that LNGTainer success depends on emphasizing on Referrals. They would like to allocate more funds and work on building relationship with industrial partners in future.

It was also noted by the key stakeholders that content creation was one of the key areas which they need to focus, LNGTainer agree with the findings, currently their content creation is not enough to attract traffic to their webpage and to social media pages to create sufficient leads. They will create a dedicated team and allocate resources to produce and manage content for their content marketing efforts in the coming days.

Overall content and the data collected especially about the competition and the SEO key words were considered very valuable, detailed and well researched, this data will be used by LNGTainer to understand the market and competition and help in developing their overall strategy. The effort was highly appreciated. The budget for LNGTainer marketing efforts was not disclosed, for the scope of this thesis, plans which are recommended will be adopted by LNGTainer in the coming days. Overall, the stakeholders found the proposal detail oriented, logical and implementable.

7 Summary and Conclusions

The aim of this thesis was to create a marketing plan for LNGTainer Oy for their new product LNG ISO Containers. LNGtainer has invented a new solution for LNG Transportation, this has been patented worldwide, In order to reach out to the customers who currently use the conventional containers LNGtainer Oy requires a specific and working marketing plan which would help LNGTainer to establish its market presence which in turn can help to gain market share in LNG container market. One way to do this is by increasing the number of website visitors, increase the number of subscribers/followers on social media, and by improving conversion and lead management process. The thesis idea was presented to CEO of LNGTainer Mr. Tom Sommardal and the same was accepted to be worked upon. The challenge was that LNGTainer lacked a well-defined

and structured marketing plan which needed to be developed and this became the objective of this thesis.

Data for the current state analysis was assimilated by reading energy sector professional reports and subject matter related marketing materials both in form of print and electronic versions. LNGTainer management documents like ISO 9001 quality manual, business plan and technical manual was also used as source to gather data for current state analysis, survey and interviews were conducted, target audience being the top management of LNGTainer and the targeted potential customers. The theoretical part conceptual framework of the thesis focussed on to understand the best practices and tools. Concepts such market planning process SOSTAC, Marketing Strategy and Marketing Mix were studied, concepts such as integrated marketing communications, buyer personas, forms of Direct Marketing, lead Generation and its management, use of referrals was also studied.

Based on the inputs from the current state analysis and from the knowledge from the existing literature, a proposal for marketing plan was developed, by connecting together the CSA (where are we now) and conceptual framework (where should we be and what should your “good practices” be in). To develop this model SOSTAC model framework was used along with marketing mix approach. The challenges identified with the current state of marketing of LNGTainer were addressed using these models. The proposed plan describes various activities that can be done as part of marketing plan. The plan also includes various tactics and control measures.

The result of this thesis is a proposal of an actionable marketing plan to improve the current marketing process of LNGTainer. The proposal focused on addressing the following:

- Need to build brand image. Factors such as promoting value proposition of LNGTainer containers, even though LNGTainer product had a clear value proposition advantage over competition, lack of awareness of the product was evident among its potential customers.
- Increase followers on social media, increase engagement with potential customers by creating more content relating to industry as well as product.
- Enhance their website, to attract more visitors by SEO including more key words and Increase their conversion rate and NPS score.

- Engage with print media by Advertising, especially with Industry related magazines and participate in international and national events related to Energy sectors.
- Direct mail to engage with the customers, create blog, regular newsletters to subscribers.
- Pricing of their product, the exact process of pricing is not disclosed in this thesis since LNGTainer management wants it to be confidential for obvious business reason.

To achieve the above-mentioned objectives, SOSTAC technique was adopted to create a marketing plan. As the first step of this SOSTAC model, the situational analysis was done, where in it focussed on through analysis of the following:

- Organisation
- Customers
- Competitors.
- Partners
- Communication
- Strength and Weakness
- Competencies along with the market trends.

Once the current state was understood, digital marketing strategy along with the marketing mix strategy was selected to achieve the objective in which various components such as below mentioned were included.

- Social media management.
- Advertising on Print Media
- Affiliate and Partner Marketing
- Search Engine Optimization
- Sponsorship-Communities
- Direct Email campaigning
- Events and Roads Shows participation
- Blogs, Newsletter and Videos Creation

During the period when the research work was being done for LNGTainer, it was undergoing the financial restructure, also from the Current state analysis it was evident that LNGTainer had a limited budget for their current marketing efforts, Lack of LNGTainer product visibility was clearly visible among its potential customers due to limited resources for their marketing efforts.

Considering these facts and also anticipating that their budget will be low for marketing efforts in near future, (this was again based on the feedback received from the key stakeholders,) the Low budget tactics matrix (Chaffey & Smith 2017) was selected which depicted the benefits of tactical tools which got the buy in from the key internal stakeholders at LNGTainer.

Once the tactics which needs to be adopted were selected, a detailed Gantt chart was developed to depict the marketing activities planned for the next calendar year along with detailed action plan for their marketing activities, which covered all the aspects such as Who is responsible, What/How it be done? Why it is done and how frequently it will be done? This tool was simple and easy to follow and was validated by the LNGTainer Top management and their marketing team.

Next logical step as per the SOSTAC model was the control, for which metrics were created to measure the Key Performance indicators to check the progress of the plan implemented, it was critical to assign responsibility for this marketing plan to be implemented successfully. It is worth to note that LNGTainer has limited resources both in terms manpower and money, which has impacted their marketing efforts.

Hence, based on the findings and results of this thesis work, it is recommended to LNGTainer that it should adopt the proposed marketing plan based on the SOSTAC technique, which will boost LNGTainer's products (LNG Container) market presence and increase leads and in turn capture some market in the process. The marketing plan recommended is presented to LNGTainer keeping in mind that it can be easily implementable, with low costs and with minimum resources.

So in a nutshell, the background of LNGTainer was studied, Problem, objective was defined, The current state analysis was done, Design literature was done as part of conceptual framework, where in ground to literature and best practices of tools which will be used were decided, based on this the marketing plan was built and presented and finally the same was validated.

7.1 Limitations:

This thesis work is intended for the use of LNGTainer's staff members and stakeholders who understand the concept easily which are explained in this research work, however if this thesis work needed to use as a reference for academic purpose it falls short to meet that expectations, since most of the technical details is been left out due to IP and confidentiality concerns. Also, the key aspect of pricing process of LNGTainer product is not explained in this thesis even though it plays a major part in LNGTainer marketing strategy.

The budget for marketing and manpower needed is also not well defined, due to uncertainty of LNGTainer current financial situation, they are currently undergoing the financial restructuring. Lastly, data pertaining to the current and target number of website visitors is not included in this study due to non-availability of the data however the data pertaining to social media presence is recorded and has been used in this study. The SEO statistics are also considered using free Apps available in the market; however, the detailed analysis of SEO is missing due to limited resources, generally this data is available as a paid service, which LNGTainer has not done.

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Appendix 1: Survey Questions

Question 1: How did you hear about LNGTainer?

Question 2: What problem would you like to solve with our product?

Question 3: What would you say to someone who asked about us?

Question 4: If you were unhappy with us what can we do to get you to come back?

Question 5: What features could you not live without? /What is the one thing that we should never stop doing?

Question 6: What features could you live without?

Question 7: What would you use as an alternative if our company was no longer available?

Question 8: Who can we learn from?

Question 9: What makes us stand out from the competition?

Question 10: What did you buy along with the LNG containers?

Question 11: Which Geographical Location do you operate?

Appendix 2: Interview Questions

Question 1: How is your Innovation better or significantly different than other existing alternatives?

Question 2: Why is the timing right for your innovation?

Question 3: In cost terms, how do your LNG ISO containers compare with others on the market?

Question 4: What are your Strengths and Weakness?

Question 5: Who are your customers and What are your target markets for this technology?

Question 6: How do you market the LNGTainer? Which is the most suitable and effective way of marketing the LNGTainer Containers?

Question 7: What social media channels do you use for communication?

Questions 8: Who manages the social media communication?

Question 9: How do you manage internal communication the key stake holders internally?

Question 10: What is the current marketing communication plan and strategies LNG-Tainer?

Question 11: Do you have some tie-ups or partnerships with some organizations to promote and fund LNGTainer?

Question 12; Who are the competitors for LNGTainer and what are their marketing communication strategies?

Appendix 3: Email Sample sent out for Survey:

From: satish.kumar@lngtainer.com <satish.kumar@lngtainer.com>

To:

Cc: 'Tom Sommardal' <tom.sommardal@lngtainer.com>; 'Truls Evensen' <truls.evensen@lngtainer.com>

Subject: LNGTainer Marketing Survey.

Dear Jouni,

Thank you for allowing me to explain about our product during the brief chat at the recent Vaasa Energy Event, I appreciate the time you took from your busy schedule, as discussed during our meeting, to understand our customer's needs we are conducting a brief marketing survey. This survey is brief and will not take more than 6 to 7 minutes. We thank in advance for your valuable time to take part in this important marketing survey for LNGTainer.

Why

We understand and recognise as our key potential customer in future, your valuable feedback will help us to create a better product and will be a great reference for our product.

Kindly click on the below link and follow the instructions to complete the survey. Would appreciate if you complete this by the end of this week.

<https://forms.gle/ZMoyXsmx5FXAv7jYA>

Regards,

Satish