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# Driving Schools' Buying Behavior

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Mbewe, Kelvin

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**Laurea University of Applied Sciences**  
Laurea Leppävaara

## Driving Schools' Buying Behavior

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The purpose of this thesis is to understand driving schools' buying behavior when buying automobiles from car dealers and to understand the motives of the people responsible for making such decisions and how driving schools prefer to acquire automobiles from car dealers. These were the main research problems that required quantitative research to conclude.

The theoretical chapter of the thesis discusses the principles that influence an organization's buying behavior, the buying center, marketing communication and social media marketing. This discussion helps to clarify the research problems under study.

The information in the theoretical chapter was drawn from books, publications, internet sources and the quantitative research data was collected using a semi-structured questionnaire from the target market in Espoo city. Data for the research was analyzed using PASW 18.0 software and MS Excel 2007 because these tools produce results in graphs and charts that are easy to read and understand.

The research results revealed that the buying center in driving schools tend to comprise the Chief Executive Officer (CEO), and other employees such as driving Instructors, secretaries and freelancers. Together they contribute their expertise, knowledge and experience to the buying center in analyzing a vehicle to be bought. The chief executive officer makes the purchasing decision of the vehicle with the help from the driving instructors.

The research revealed that the CEO's of driving schools and driving instructors preferred to receive marketing information about vehicles from car dealers by personal visits from car dealers, and through newspapers and magazine advertisements. The companies' chief executive officers preferred to acquire vehicles by purchasing rather than leasing.

Key words: b2b, marketing, buying behavior, buying center, social media

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## 1 Introduction

In recent years the need to understand driving schools buying behavior is of paramount importance due to the fact that there are many car dealers on the marketplace, offering similar products and services to companies at competitive prices and driving schools need to buy automobiles from car dealers offering good incentives and offers.

The driving schools buying behavior has presented many challenges and opportunities for selling companies operating in business-to-business environment today than it was a century ago. In recent years, there have been two types of business marketing environments namely business-to-consumers (b2c) and business-to-business (b2b) marketing, this document will focus on b2b marketing because this thesis is studying how driving schools buy products from car dealers.

Generally, business-to-business markets consist of few customers with high or durable product purchases than business-to-consumers who have many customers but with few purchases per customer, for instance in earlier markets customers purchase large amounts of products or products in high volumes at once than customers in the later market who are many but only purchases products based on their individual needs, this makes b2b purchasing to involve complex economic and financial responsibilities than b2c purchasing.

### 1.1 Purpose of Study and Delimitations

The purpose of this document is for the case company to understand the buying behavior of driving schools when buying automobiles from car dealers, know the person or persons responsible for buying decisions, know the marketing methods preferred by driving schools and also know the preferred method of acquiring automobiles.

These are important for the case company to understand because by doing so they can strategize their marketing efforts suite the customers' needs and wants. The case company is a car dealer and sells automobiles to individuals and companies alike, it is called company x in this document and will focus its business with other companies such as driving schools.

This research is delimited to schools located in Espoo city because this document is about how driving schools located in this city behave when buying automobiles from car dealers, the theoretical chapter of this document will focus on the organizations buying behavior, the buying center, marketing communication and social media marketing because these theories have either direct or indirect influence on the research purpose.

These theories support the research study by providing guidelines on how organizations buying behavior looks in practice. This document does not cover theories on marketing techniques, methods of communications, branding and types of social media marketing in details because they are not related to the research problems.

## 1.2 Research Problem

It was mentioned earlier that the purpose of this document is for the case company to understand driving schools buying behavior of vehicles from car dealers , for that reason the author has decided to carry out research based on the following problems.;

- Find members of the buying center of driving schools
- Analyze their preferred marketing methods
- And find their preferred method of acquiring vehicles

The above research problems are important for the case company to understand because they are related to the research purpose of this document, by finding answers to those questions will the author give recommendations on how company x can strategize its marketing efforts in order to provide products and services that are satisfactory to the customers' needs and wants.

## 1.3 Research Approach and Challenges

There are 31 driving schools in the target market to be examined, the schools will receive a semi- structured questionnaire to be completed by an eligible person in their companies and when the information is completed and collected data will be tabulated in the MS Excel document and PASW 18.0 software for analysis, the results will be pasted in this document with explanation on how the figures or tables are related to the research problems.

The challenges are that the results will not meet the validity and reliability of research because there were few respondents, for quantitative method to be accepted as reliable and valid it has to have at least 100 respondents and for qualitative method to be accepted it has to have at least 20 respondents, unfortunately the researcher only got 7 respondents for the quantitative research therefore the results will not reflect the realistic value of driving schools buying behavior in practice.

The main challenge that the researcher encountered when carrying out the research was the language barrier, the official languages in Finland are Finnish and Swedish but the researcher does not speak neither of them nevertheless, qualitative research even though was a second option of doing this research the researcher was unable to do it because it required good knowledge of Finnish or Swedish languages to do the interview, so quantitative research was the only one available as it only required the author to translate the questionnaire from English into Finnish and translate the completed questionnaires back into English after being completed by driving schools.

Even though the results will not meet the validity and reliability criteria's for quantitative research method the author will analyze the completed questionnaires from the target market and give results based on the information obtained.

#### 1.4 Theoretical Approach

The theoretical framework of this document includes theories about the organizational buying behavior, the buying center, social media marketing and marketing communication, these theories give a general understanding of how business-to-business marketing environment works.

The organizations buying behavior theory will give a clear understanding of how decisions are made progressively in a company, the buying centers analysis will provide the reader with details on how people responsible in decision making in a company perform their roles and responsibilities, the marketing communication theory will give an understanding of the marketing method that is effective in a b2b company and social media marketing will provide details on how social medias can be used as a new marketing method by companies to reach the target market.

#### 1.5 Framework of the Thesis

To make reading easier this document has been divided into chapters from 1 to 6 in which chapter 1 introduces the research subject and the problems, chapter 2 introduces the theoretical part of the research problems, chapter 3 chooses the research method, chapter 4 introduces the case company and analyzes the research results, chapter 5 gives conclusions and recommendations of the results, chapter 6 shows the connection between the theory and the empirical study, and also summarizes the whole thesis. Figure 1 below shows an overview of how the thesis will tackle each chapter.



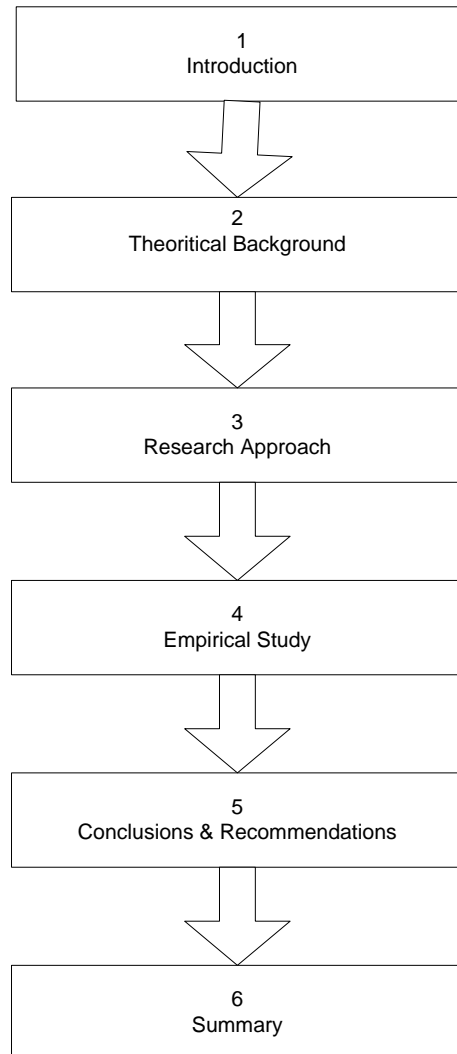


Figure 1: The Structure of the Thesis

## Theoretical Background

This chapter introduces the theoretical background of the organizational buying behavior, the buying center, marketing communication and social media marketing with the view from business-to-business marketing, as it was mentioned earlier the understanding of these concepts is fundamental in knowing the organizations buying behavior. The reason why these theories are being studied in details is because they are related to the research problems mentioned in chapter 1 and the careful understanding of them can bring about the understanding of how driving schools in Espoo behave when buying vehicles from car dealers.

### 1.6 Organizations Buying Behavior

This section of the theoretical study introduces the companies' behavior when buying products

that have an overall effect on their performance, for instance vehicles in good driving condition have a profound effect on the driving schools performance than vehicles that are not. In many instances, the buying decisions in many companies is made by the Purchasing and Procurement Department with the Approval from the Finance Department and the support of the members of the buying center, in some smaller companies the President or the Chief Executive Officer (CEO) of the company makes such purchasing decisions.

To understand how company's buy products for their use, it is important to know what organizations buying behavior is, it is defined as a decision making process by which a company establishes its purchasing needs and wants from alternative brands and suppliers in a formal organizational set up, it is also defined by other pioneers in business profession as a complex process of decision making and communication which takes place over time, involving several organizational members and relationship with other firms and institutions. (Organizational Buying Behaviour 2011)

Therefore organizations buying behavior is a decision making process by which formal organizations establish the need for purchasing products and services, identify, evaluate and choose from among alternative brands and suppliers, it recognizes the emphasis on decision making process before buying a product than on a single act of placing an order. Figure 2 below shows eight steps of an organizations decision making process in which each decision precedes the decision before it until the final decision which is the performance feedback and evaluation until the purchase is materialized.

1. Need Recognition
2. Defining the Characteristics and Quality of Products Needed
3. Development of Specifications
4. Searching for Potential Sources
5. Analysis of Proposals
6. Evaluation of Proposals and the Selection of Suppliers
7. Selection of Order Routines
8. Performance Feedback and Evaluation

Figure 2: Buying Decision Making Process (Organizational Buying Behaviour 2011)

The buying process mentioned in figure 2 above is a multi-person decision making process with complex interactions between individuals from different departments of the same company, these individuals may be from professions such as Engineering, Economists, Marketers, Finance and Accounting, departments such as Manufacturing, Purchasing, Marketing, Finance and Maintenance and different hierarchical levels such as Directors, Managers, Marketers, Chief Financial Officers (CFO) or Chief Executive Officers (CEO).

For that reason organizational buying requires detailed information about the product which requires employees from all departments, backgrounds and hierarchies to come together and analyze the product in what is known as the buying center, failure to which the company will have to employ an external company known as the organizational buyer to buy the product on its behalf, for example if a driving school wants to buy an automobile it will need the contribution of expertise and experience from most of its employees, failure of which it will have to employ an outside company or hire a specialist buyer to suggest and buy an automobile on its behalf. Details about the buying center and organizational buyers are explained later in this chapter.

Individuals in the buying center play different roles in the decision making process in which a grand conceptualization of various roles of members of the buying center involved are;

- **Users** -e.g. driving school students- are those people who really use the product and give information about its technical requirements and many more.
- **Influencers** - e.g. Driving school instructors, Purchasing Managers and CEO's- are those people who gather information during the buying process in order to influence other members of the buying center.
- **Deciders**- e.g. members of the buying center, heads of departments, CEO's- are those who have the authority to make purchasing decisions and selecting the supplier.
- **Buyers** - e.g. students - are the individuals who buy the services and are in contact with suppliers concerning visits, making contracts and payments.
- **Gatekeepers** - e.g. secretaries, call centers, switchboard workers- are those people who control the information flow and who can allow or prevent access to any department.
- **Initiators**- e.g. Head of departments, CEOs- are those people who begin the purchasing process and discover the need of a product or service.

With the help of earlier discussions, it can be seen that the buying behavior of an organization is never a separate entity but a process by which every stage, the decision making process is preceded by the decision before it making a progression of stages in anticipation of the buying decision. These stages are generally known as new buy, modify re-buy and straight re-buy. These stages are a simplified explanation of the decision making process in figure 2 above, the main aim of the decision making stages regardless of the order in which they occur is to carefully buy a product that will have an influence on an organizations performance, for instance,

human resources for a consulting company have a profound performance on an organizations performance, heavy duty machines have a profound effect on a construction company, baking machine have a profound effect on the bakery similarly automobiles have a profound effect on the driving schools performance. (Lamb et al. 2009, 196)

#### 1.6.1 New Buy

The new buy decision making process of an organization buying behavior is a situation where a company buys a product or service for the first time, for example a driving school buying an automobile for the first time from a car dealer. In this situation the relationship with the seller is not necessary in a single buying transaction.

For that reason the supplier makes the necessary efforts to maintain the products and services quality to the highest standards as external vendors try to make all necessary efforts to get their companies names in the approved list of suppliers for the company, for this reason outside vendors always try to offer new products and services or investigate any kind of dissatisfaction with the current supplier by the company and try to offer better products and services.

#### 1.6.2 Modify Re-buy

The modify re-buy is less serious and time consuming in comparison to new buy because the buyer and the seller already have an established relationship in this dealing, at this stage the buyer only makes changes in the contract by contacting the seller for adjustments for instance, the driving school might contact the car dealer to adjust the lease contract from 36 months to 50 months, in this situation, there is a modification to the specifications related to the delivery of services.

#### 1.6.3 Straight Re-buy

This is the buying situation that most sellers prefer because the buyer does not look for new suppliers but uses the same supplier to supply products based on an existing contract, for instance a driving school can contact the same car dealer to supply automobiles based on the previous contract of payment and have the vehicles supplied to the school, at this stage of the buying process the buyer and the seller have established a long term business relationship.

Buy Classes			
Buy Phases	New Task	Modified Re-buy	Straight Re-buy
Problem Recognition	Yes	Maybe	No
General Need Description	Yes	Maybe	No
Product Specifications	Yes	Yes	Yes
Suppliers Search	Yes	Maybe	No
Proposal Solicitation	Yes	Maybe	No
Supplier Selection	Yes	Maybe	No
Order-routine Specifications	Yes	Maybe	No
Performance Review	Yes	Yes	Yes

Figure 3: Decision Making Matrix (Organizational Buying Behaviour 2011)

The desire to have a high level of consistency in organizations buying behavior has led to the development of models in the business profession; one of the models analyzed in this document is the Buy Grid Model which has a matrix of eight rows (buying phases) and three columns (buying classes) as shown in figure 3 above. It is important to note that the decision making matrix is the combination of the decision making process and the buying process stages mentioned earlier.

The interaction of 8 rows with 3 columns resulted in 24 cells when observed in MS Excel document and provides a complete view of the buying situation in each cell. The Buy Grid Model above has proved to be a useful tool for understanding the complexities of an organizational buying behavior in a simplified format. (Lamb, Hair & McDaniel 2009, 196)

### 1.7 The Buying Center

The buying center is the most informal group that exists in every organization and even though it does not appear in any formal organizational chart, it has an influence on a company's buying behavior.

The members of a buying center are employees of a company who are mostly involved in the analysis of a product before it is bought, the membership and influence of these employees varies from one company to another depending on industry type for instance, in engineering dominated companies the buying center may consist of engineers, in marketing oriented firms the buying center may consist of marketers and sales personnel's and in driving schools companies the buying center may consists of the CEO, driving instructors, secretaries, freelancers, accountants and employees from other departments.

The number of people involved in the buying center varies depending on the complexity and importance of the product to be bought, so employees in the buying center have different roles namely users, buyers, Influencers, deciders and gatekeepers, these people are directly or indirectly involved in an organizations buying process.

It was mentioned in the outset that the buying center in an organization has no formal organizational chart neither does it have formal membership announcements as to who is a member of the group and who is not, therefore the company employees such as the CEO or the president although not having formal memberships plays an informal but powerful influence in the firms decision making process.

Nevertheless, when making purchasing decisions of a product some members of the buying center may leave and others may join-in the decision making process depending on whether their qualifications and experience are needed at that purchasing stage for example, at the beginning of the buying process stage all employees in an organization from all departments may join in the analysis of a product but towards the end of the buying stage (eighths stage or straight rebuy) only specialist members of an organization such as departmental managers, assistant managers, the president or CEO remain to analyze the buying decision of the product.

Risk and uncertainty are mostly the driving forces of an organizational buying behavior as the level of risk depends upon the characteristics of the buying situation faced, the risks perceived by the customer can result from a combination of various factors such as the transaction involved, the relationship with the supplier and the position in the supply (Organizational Buying Behaviour 2011)

Other factors that influence buying behaviors are shown in figure 2 below namely external environment, organizational, interpersonal, individual and organizational buyers, these factors are influenced by the marketing stimuli's such as Price, Product, Place and Promotion as shown in figure 4 below.

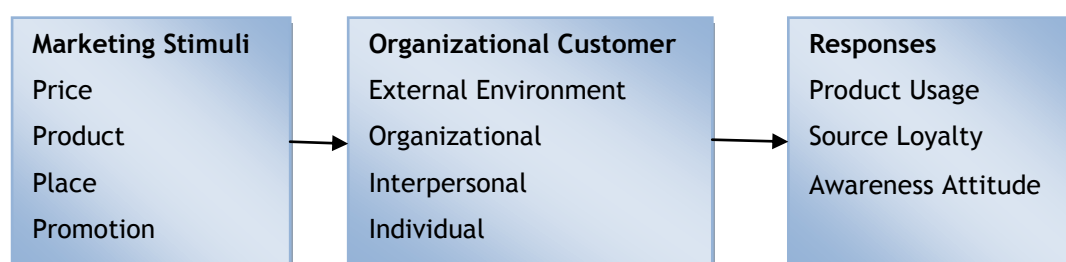


Figure 4: Organizational Behavior (Organizational Buying Behaviour 2011)

### 1.7.1 External Environment

The external environment that affect an organizations buying behavior are those factors that have a direct or indirect influence on a company from outside its influence, these are economical, political, technical, legal, technological, infrastructural and cultural factors and they define the availability of goods and services to the buying organization because they affect the rate of growth, income, interest rate, technological advancement and employment rate, for example a country experiencing a recession or war can have a reduced supply of goods and services available to a company and since this is an external factor away from the companies influence there is nothing that an organization can do to stop it. (Smith 2003, 94)

Other factors that affect an organizations buying behavior are cultural and time factors in the sense that people from different cultures view time and working culture different for instance, it is difficult to do business between countries from the east and west positions of countries on the globe because when one country is on the day the other is on the night and employees from one culture respect work more than people and in another culture it is the opposite, these are some of the factors that are beyond an organizations influence as an external factor influencing an organizations buying behavior.

### 1.7.2 Organizational Factors

In many organizations employees play an important role in the overall behavior of the company depending on its sheer size, market position, management style, organizational structure, wage system, work conditions, employment relations, organizational philosophy and rules of conduct, this is because when someone is employed they are trained on work ethics, code of conducts and so forth thereby influencing them to behave as a group of employees working for the company than individual, this way the organizational policy and mission statement and other factors makes employees to behave in a certain way, for instance a driving school employee can be trained to always refer to the Company's website whenever people enquire of driving lessons, that way an employee is trained to think as a member of a group and not as an individual. (Bennett 2010, 14-17)

Organizations behavior is also influenced by the cost of products or services which forces companies to cancel contracts with other companies in order to save money, some companies have a policy of not purchasing products or services above a stated amount, for example a driving school may cancel refueling contract from a gas station if its fuel prices rises between 3-7% per liter/gallon in comparison to other gas stations. (Hutt & Speh 2010, 72)

### 1.7.3 Interpersonal Factors

Interpersonal factors are those relationships and interactions between members of the buying center in an organization, these relationships determine a company's buying behavior due to employee's formal interactions in an organization occupying different positions of responsibilities and roles. As a result, customers from other organizations understand the company in a certain respectful way for instance, the way driving school employees treat each other formulate how they will be treating customers, if employees in a company respect hierarchy and professionalism then it is more likely that they will show the same tendency to customers. (Transtutors 2011)

### 1.7.4 Individual Factors

Human resource department is the most important department in any company and individuals as employees work together to produce goods and services for an overall organizational profit, in other words, companies buying behavior is based on an individual behavior in an organization because people as members of the buying center who define and analyze the product or service on behalf of the company as a whole, if employees are risk averse then the companies buying decisions will be risk averse in nature as a whole.

This is because each member of the buying center have personal interests, motivations, perceptions and preferences which are influenced by age, income, education, job position, personality and attitudes toward risk, therefore the collection of all these individual traits of every employee in an organization determines how an organization will behave when buying products or services. (Organizational Buying Behaviour 2011)

### 1.7.5 Organizational Buyers

These are expatriates who are employed specifically for making buying decisions on behalf of the company, these people have the responsibilities of deciding where to buy, what to buy and what quantity to buy, from whom and at what price, for example a driving school might hire outside specialists to suggest and install a software program on computers that can keep a record of each vehicle, the inspection date, lease contract fee, lease contract expiry date and other important records of the vehicles or a specialist to suggest a vehicle that is efficient for driving lessons and buy it on behalf of the school.

But there are situations where organizational buyers' decisions making are based on situational factors and not by any organized decision making process as mentioned earlier, therefore the



hired company can buy a product not based on economical factors but on friendship with the vendor of a particular product or service requested. (Consumerpsychologist 2010)

### 1.8 Marketing Communication

For a company to make known its products and services to other companies in a business-to-business marketing environment it has to market them using marketing communication skills. The word communication is derived from a Latin word 'communicare' which means 'to share' and from its root word 'communis' which means common thus communication involves the sharing of a specific message with a target group or the activity or process of expressing ideas and feelings or of giving people information. (Pezzullo 1998, 226)

Marketing is properly defined by the chartered institute of marketing (CIM) as the management process that identifies, anticipates and satisfies customer requirements profitably thereby achieving the corporate goals through meeting and exceeding customer needs better than competitors, for a driving school marketing can be a way of providing driving lessons to students at an affordable price better than the competitors and make a profit.

The combination of marketing and communication efforts is known as marketing communication and is defined as the sharing of specific message with a target group, identifying, anticipating and satisfying the customers' needs and wants better than competitors, in addition marketing communication also known as marketing communications mix or promotional mix includes areas such as advertising, sales promotion, public relations, personal selling and direct marketing.

Regardless of the company's size marketing communications is a department in a company that is responsible for all forms of marketing efforts and depending on an organization, industry and structure this department is called the Corporate Communications Department or the Product Marketing Division Department. (Marketingteacher 2011)

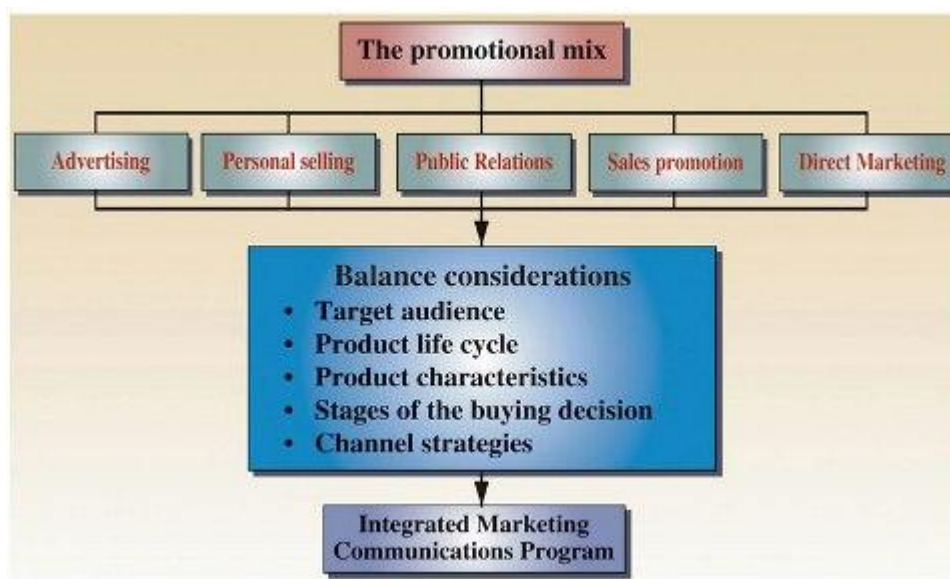


Figure 5: Characteristics of the Promotional Mix (Allaffiliatemarketing 2011)

Figure 5 above is showing the characteristics of the promotional mix consisting of Advertising, Personal Selling, Public Relations, Sales Promotion and Direct Marketing, all of these being part of the integrated marketing communication program.

### 1.8.1 Advertising

Is a form of marketing communication that is used to persuade an audience (viewers, readers or listeners) to take action with respect to products, ideas, or services being offered, the desired result is to persuade the consumer with respect to commercial offerings on the media as the advertised message comprising of logos, images and themes displayed contains similar messages that can be associated with the company.

These messages are viewed via various traditional medias such as newspapers, magazines, televisions, radios, direct mails, websites, emails and text messages. Commercial advertisers also seek to generate increased consumption of their products or services by "Branding" them which involve the repetition of the same message on the same media so as to associate certain qualities of the brand in the minds of consumers. (Marketingteacher 2011)

### 1.8.2 Personal Selling

Is the process of communicating with a potential customer (or buyers) in person with the intention of selling a products or service to them, other forms of personal selling are door-to-door selling and home demonstrations. Personal selling is far more costly to handle than advertising

and is generally used for products that demand interpersonal interactions. (Referenceforbusiness 2011)

Home party demonstrations allow friends and peers to gather together and learn about new products from the comfort of their friend's home, typically, a host has a company representative or themselves display products for sale where guests can place their orders, common demonstration items include jewelry and beauty products, clothes, candles and homemade stationeries. (Ehow 2011)

### 1.8.3 Public Relations

Abbreviated as PR, is the action of an organization in promoting goodwill between itself and the public, in other words, public relations departments enhance a company's reputation and staff in public relations department are skilled publicists in presenting a company to the public in the best light such as being reputation protectors of the company by managing both positive and negative rumors effectively.

Corporate image is often the responsibility of the PR department as it is known for media relations, publicity, news conferences and press releases, all meant to build credibility by winning third party endorsements and ensuring smooth customer relations by developing ethical policy around the company which normally requires a functional horizontal and integration of marketing communication tools, PR also helps an organization to achieve its full potential by receiving feedback from the community through research. (Wisegeek 2011)

### 1.8.4 Sales Promotion

According to Pezzullo (1998, 228) Sales Promotion is defined by the American Marketing Association as the media and non-media marketing pressure applied for a predetermined, limited period of time at the level of consumer, retailer or wholesaler in order to encourage consumers to try the product or service, increase consumer demands or improve product availability, some promotional techniques common today include but not limited to discounts, sales presentations, free gifts, free samples, buy-one-get-one-free, bonus points, coupons and specialty advertising. (Marketingteacher 2011)

### 1.8.5 Direct Marketing

Direct Marketing is the type of marketing communication that contains up to date information

about the product or service and provide tools for companies with several attractive ways of conveying customized messages to its customers, for this reason Kotler, Waldemar & Michi (2001, 112-113) defines it as a tool which uses direct mail, telemarketing, fax, email, newsletter, catalogue and internet to communicate directly to specific customers.

This type of marketing allows a company to reduce the wasteful communication to non-target customers or groups by employing tools such as dot-com sites in electronic shopping such as amazon.com, .nettiauto.com, keltainenporssi.fi and other similar websites. Interactive marketing message via CD-ROMs or Mini CDs is linked to the internet to online portals or websites, this is increasingly becoming affordable and effective means to market directly. These are activities intended to target specific, carefully selected customers in order to receive immediate response and to strengthen customer relationships, which may includes a variety of promotional media activities such as advertisements, door-to-door selling, videotex services, newspaper inserts and telemarketing.

Direct marketing has improved during the past two decades due to technological advancements and the decline of the effectiveness of conventional marketing tools such as advertising on the media, for direct marketing to be effective the company needs to achieve the consistency of brand appearance by meeting the customers' expectations through brand performance by listening and responding to customers' feedbacks regarding positive and negative experiences of the product or service.

### 1.9 Integrated Marketing Communications

Integrated Marketing Communications abbreviated IMC is the coordination and integration of all marketing communication tools, avenues, functions and sources within a company into a program that maximizes the impact on consumers and other end users at a minimum cost. There are various communication tools used in a company to present a clear and reliable marketing message of products and services to customers in a constant imagery used in advertising and direct marketing designed to increase the total awareness of products and service offerings.

The main purpose of IMC in an organization is to make all aspects of marketing communications mix such as advertising, sales promotion, public relations and direct marketing work together as a unified force rather than having them work separately. In recent years the demands of business-to-business marketing have changed from mass marketing to targeted marketing where markets have become fragmented with highly specified needs, hence companies are now focusing on targeting selected media tools to the specific needs of the customers.

The sums of the IMC tools are greater when integrated than when separate because they are

used to provide consistent and continuous marketing messages to the target market, therefore marketing communication channels that reach specific segments are many and poses a challenge for companies to communicate their messages as clearly as possible. Nonetheless, there is a risk that companies that have a large customer base in fragmented areas would use contradicting communication tools to different clients. (Kotler & Armstrong 2004, 468-9)

In the customers' minds, different messages sent from the promoting organization appear to come from the same source and represents a single brand belonging to one company, therefore if marketing communication is not integrated properly confusion may occur among customers because different communication messages are created from different departmental sources of the same company. Marketing communications practices as a result should be cross-departmental so that it can effectively utilize all marketing sub-functions to produce an efficient communication tool that is clear and understandable. (Referenceforbusiness. 2011)

Jobber (2004, 416) explained that the integration of marketing communication is the positioning of the company's products and services into a marketplace by the co-ordination of all marketing sub-functions such as advertising, personal selling, public relation and direct marketing, because there is a possibility of publicizing promotional messages from an organization with contradicting contents to the public which eventually confuses the group to which the message is directed, if this occurs customers may lose interest due to the complexity and lack of common and clear line of communication.

An illustration of how a company can integrate marketing communications to create a synergy of the sum of the parts is for instance, a new driving school in Espoo city offering customers' reward programs to encourage repeated business and word-of-mouth advertising in which each customer can sign up for a "Reward Card" which entitles them to a 5-10% discount on services offered by the school. Customers are also given other shopping cards and told to hand them out to friends and acquaintances with the promise that they will receive rebates on whatever their friends and peers buy from the company's store.

In the marketing department, reward card numbers are used to track purchasing habits of new customers and used for making offers and promotions, therefore in future every time a customer visits the driving school store they will be reminded of the advertised message of savings and rebates with every purchase. By handing out cards to friends, peers and acquaintances, invaluable word-of-mouth advertising is put in effect and in future the promotional theme may include direct marketing. (Jobber 2004, 814)

### 1.10 Social Media Marketing

In recent years Social media has become a platform that is easily accessible by anyone with an internet connection either on a mobile phone, iPad or personal computer thereby increasing the level of communication between organizations and consumers, and this has improved customer service in many different ways.

Earlier in this document, marketing was defined by the Chartered Institute of Marketing (CIM) as the management process that identifies, anticipates and satisfies customer requirements profitably, that is to say that Social media marketing also known as Social Media Optimization (SMO) is defined as a group of internet-based applications that is build on the ideological and technological foundations of Web 2.0, so as to allow the creation and exchange of user-generated contents. (Marketingteacher 2011)

Social media marketing programs center on efforts to create contents that attract attention and encourages readers to share with their social networks for instance, a corporate message spreads from one user to another and presumably reverberates because it appears to come from a trusted third-party source, as opposed from the company itself, making this form of marketing to be driven by the word-of-mouth therefore social media has two forms of marketing which includes features such as ) Really Simple Syndication (RSS) feeds, social news and sharing buttons, user rating and polling tools which incorporates third-party functionalities such as images and videos b) blogging, ability to comment on other blogs, ability to participate in discussion groups, and posting status updates on social networking profiles.

Social Media Optimization is not limited to marketing and brand building by word of mouth through friends' and acquaintances but also through the use of networking in social bookmarking, video and photo sharing websites. Popular social media networks such as Blogs.com Twitter.com, Facebook.com, MySpace.com, LinkedIn.com and YouTube.com allow individuals to interact with each other to build relationships and when companies join these sites people can interact with them as individuals.

According to Zarrella (2010,1) it is estimated that Facebook has more than 250 million active users, more than 346 million people read Blogs and at least more 184 million people are bloggers themselves, Twitter has more than 14 million registered users and YouTube has more than 100 million viewers every month. Figure 5 below shows how social networking can affects a company or an individual on the internet.

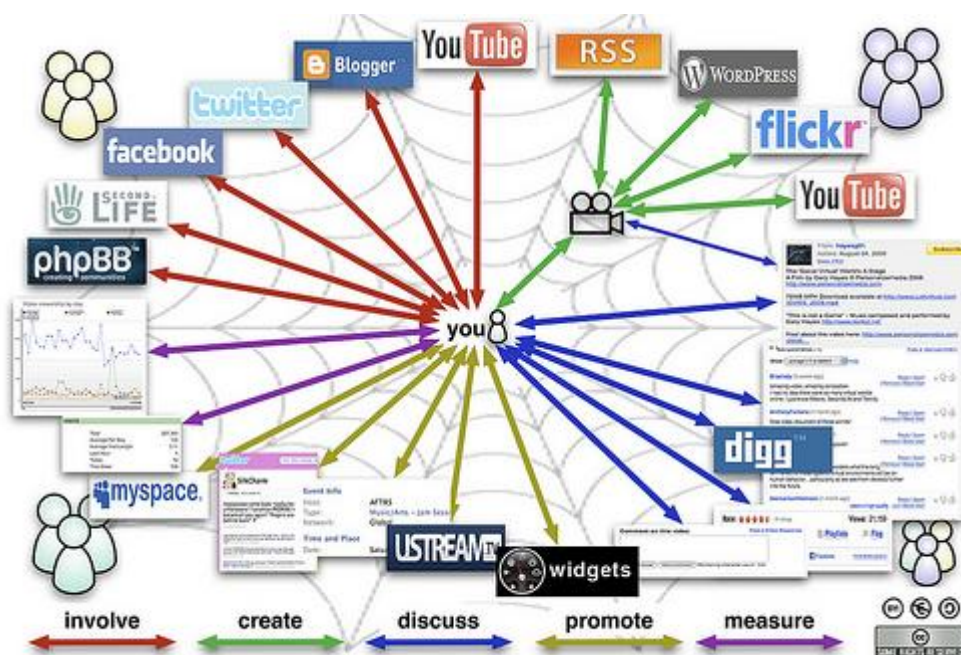


Figure 6: Companies and Social Network Marketing (Laurelpapworth 2011)

Most of the people think that social media is a business-to-consumer communication tool only, but it is also business-to-business communication tool for instance, one computer company used social media to solve its small business customer problems and because of that it was reported to have been mentioned a thousand times in online conversations that reached more than 10 million people commenting on its products and services online, for this reason social networks have an impact on the outcome of events. (Gillin & Schwartzman 2011, viii-ix)

#### 1.10.1 Social Influence Marketing

This is the new branch of social media marketing which involves consumers who are influenced by their friends or peers when making purchasing decisions in the form of asking each other for advice, observing and mimicking each other's decision making and allowing peers to influence their decisions. Communication technologies such as social networks make it possible for this influence to be in a more direct way which occurs in three different ways namely;

- **Compliance:** This is when an individual agrees with a point of view and acts in a certain way in order to achieve a favorable reaction from peers or friends.
- **Identification:** This is when a person acts differently in front of a group because they believe in what the group's representative says and finds it important.
- **Internalization:** This is when a person's views are changed by the relationship they develop with their group members. (Socialmediatoday 2010)

Sigh, Becker & Williams (2010) defines social influence marketing as a technique that employs social media (such as contents created by everybody using blogs, message boards, podcasts, microblogs, bookmarks, social networks, online communities, wikis and blogs) and social influencers (such as people or companies that have an influence on their peers by virtue of how much contents they share online) to achieve an organizations marketing and business needs, see figure 6 above.

Social influencers are mostly the people or organizations with special powers to influence people such as friends, peers or customers, the influence can be done in the form of rating products and commenting on them, publishing opinions and participating in conversations across the web and purchasing decisions of others. Although social influence marketing and social media marketing are used interchangeably by many people, they are different in the sense that social media marketing as explained earlier in this document, is a group of internet-based applications that are build on the ideological and technological foundations of Web 2.0 and social influence marketing is marketing on a social platform such as Facebook and Twitter.

#### 1.11 Summary of the Theoretical Discussion

To summarize the theoretical chapter of this thesis, it was learned that the organizations buying behaviour was influenced by a products profound effect on an overall companies performance and the department in an organization responsible for buying products and services is the purchasing and procurement department, but in smaller companies it is the Chief Executive Officer or the manager responsible to making purchasing decisions.

The buying behavior of an organization involves eight decisions making process which a company follows when buying a product or service, the buying process in a company is a multi-person interaction between departments, professions and hierarchies. Individual employees analyze the product involved by contributing their experiences and expertise to the buying center, hence members of the buying center include users, influencers, deciders, buyers, gate keepers and initiators.

The buying center of an organization was understood to consist of employees of from all departments with different professions, background and hierarchies who are involved in the analysis of a product before it is purchased, it was also understood that the buying center has no formal organizational chart neither does it have formal members but employees of an organization and the president or the CEO of the company has an informal but powerful influence on an organizations decision making process.



Other factors which affect an organizations buying behaviour are the external environment, organizational, interpersonal, individual and organizational buyers because these factors affect an organization internally and externally. Risk and uncertainty were also classified to affect the buying behaviour of an organization because the level of risk affects the buying situation such as the transaction involved, the relationship with the supplier and the position of the company in the supply chain.

In the marketing communications subtitle it was understood that marketing communication was a way a company can provide products and services better than its competitors and make a profit. Marketing communication mix also known as promotional mix was understood to comprise of advertising, personal selling, public relations, sales promotion and direct marketing which depending on the company type, industry and structure the departments in a company responsible for all forms of marketing are known as the corporate communications departments or the product marketing division departments.

Integrated marketing communication on the other hand was understood to incorporate promotional mix such as advertising, personal selling, public relations, sales promotion and direct marketing to work together as a unified force other than independently. Since IMC messages appear to come from the same company in the minds of customers it was learned that the company should integrate its marketing efforts internally within the company before sending advertising messages to customers to avoid confusion.

Social Media Marketing also called Social Media Optimisation was understood to have been created on web 2.0 in order to allow the creation and exchange of other user generated contents, it was also learned that it was created to attract attention so as to encourage peers to share with their social network friends to make the advertising message to appear to come from a trusted third party source as opposed from the company, hence this form of marketing is driven by the word of mouth.

Finally social media marketing has a subset called social influence marketing which mainly involves the people with influencing powers to other people or companies and can influence their purchasing decisions by rating their products and commenting on them, publishing opinions and participating in online conversations. Social influence marketing uses social medias and social influencers to achieve an organizations marketing and business needs. The popular social networks used today are Blogs, Twitter, Facebook, MySpace, LinkedIn and YouTube.

## 2 Research Approach

The research approach chosen for this thesis is based on the topics covered in the theoretical chapter, quantitative method is going to be used to find the answers to the research problems raised in chapter 1. Because of the low response rate for the study to qualify for the quantitative research, to enhance the reliability and validity of this thesis the researcher decided to expand the study by using qualitative methods in a minor scale but the emphasis relies on quantitative research method as it is more analytical and graphical in nature.

By mixing qualitative and quantitative research methods a diverse database of information can be examined in which the solution for the research problems can be found, for the reason that quantitative research method produces numbers and figures and qualitative method provides data in the form of tables and graphs that are easy to read and understand, the mixture of the two methods is known as Multimethodology, Mixed Methods Research, Compatibility Thesis or Pragmatist Paradigms.

One of the advantages of using this mixture of methods is the ability to implement different research methods for different purposes of study as figure 7 below shows how data is collected and analyzed in relation to the theoretical and empirical studies.

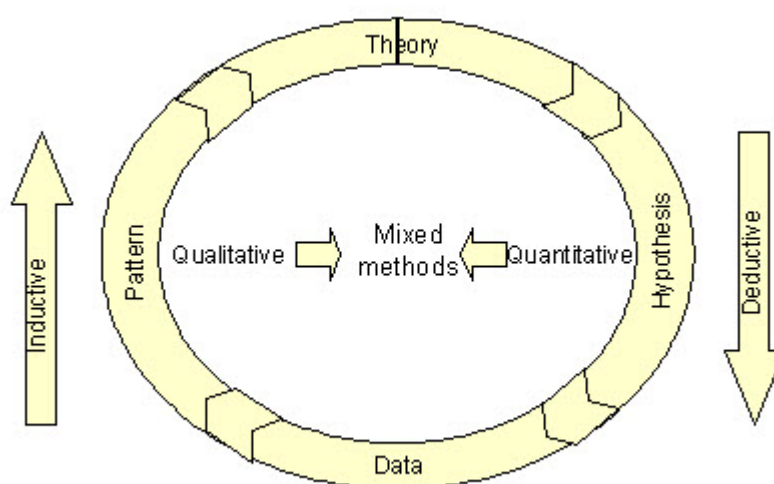


Figure 7: Mixed Methods Research Approach (Publications.mcgill 2011)

For a multimethodological research it is important to choose an orientation from which the researcher will focus, for that reason the author chose to emphasize the quantitative method over qualitative but because of the low questionnaire response rate, the lack of cooperation from driving schools and the inability to speak the native languages (Finnish, Swedish) on the part of the author led to this decision. Using qualitative research would have been the pre-

ferred method but the lack of knowledge of the native language was the barrier to perform effective personal interviews of people in driving schools, despite of this the quantitative method will provide an important contribution in finding the solution to the research problems. (Creswell 2003, 16-21)

The implementation of the research method will be done by sending out the semi-structures questionnaire to driving schools to be completed for quantitative research also by interviewing the sales manager of the case company to get an understanding of business-to-business dealings from the seller's viewpoint.

## 2.1 Introducing Various Research Methods

This part of the theoretical chapter introduces different types of research methods used in this document which are quantitative and qualitative and are discussed in details below;

### 2.1.1 Quantitative Research Method

Quantitative research is a study that aims at calculating attitudes, behaviors or measures variables, this research uses measurable data to form facts and patterns, and it is conducted through surveys, telephone interviews, web surveys and questionnaires which are highly structured and closed as opposed to open, to allow for measurable data. (Labsome.rmit.edu 2009)

Quantitative research is performed on a larger scale in comparison to qualitative research (in terms of Sample size) and produces numerical data such as graphs and charts from which conclusions can be drawn, to make this thesis possible the author received help and support to design the contents of the questionnaire from various individuals such as Mr. Ove Backlund the thesis coordinator from Laurea University of Applied Sciences and the sales manager for the case company Mr. Pasi Gerpe.

The first draft of the questionnaire in English was made in March 2011 from which it was edited, updated and completed in May 2011, the questions were formed on the basis of the research problems moreover the questions were created in order to obtain a complete view of the companies' preferences and needs from car dealers offerings in Finland. Two weeks after the publication date of the questionnaire in English (appendix 1) the author had the questionnaire translated into Finnish (appendix 2) using an online translator called Google translate and to increase the accuracy of the translated document the author requested three native Finns with good command in Finnish language to double check the translated document and correct any spelling errors which was later approved by Mr. Ove Backlund on 1 June 2011.

Within two weeks after approving the Finnish questionnaire the author visited all driving schools in Espoo to have them complete the questionnaires by answering the questions and returning them in person. Since the city of Espoo is diverse and wide in size the website called finder.fi was used to search for driving schools within the city's vicinity, for this reason the author used a vehicle to drive to each address with the help of a Global Positioning System (GPS) to locate the places. The only companies that were willing to cooperate for this research are listed below and the rest of the companies did not wish to collaborate for confidential reasons that they did not wish to share with the author.

**Haagan Autokoulu Kannelmäki**  
Vanha Maantie 4, 02650 ESPOO

**Autokoulu Proway**  
Rummunlyöjäkatu 5 B, 02600 ESPOO

**Autokoulu Aulis Oy**  
Postipuuntie 1, 02650 ESPOO

**Green Drivers**  
Espoonlahdenkuja 3, 02320 ESPOO

**Movia**  
Läkkisepänkuja 2, 02650 ESPOO

**Movia**  
Tapiontori 4, 02100 ESPOO

**Movia Koulutus Oy**  
Espoonlahdenkatu 1, 02320 ESPOO

With only seven driving schools participating in the research out of a total of 31 schools according to finder.fi, the researcher was able to gather significant information for solving the main research problems. Because the response rate is too low to have the data fully analyzed in SPSS now PASW 18.0 the author decided to also MS Excel to analyze some of the results in order to give a clear understanding of the research findings. The PASW 18.0 software was only used to give tables and graphs for easy understanding of specific analyses.

### 2.1.2 Qualitative Research Method

Qualitative research is concerned with non-statistical methods of inquiry and analysis of social observable facts but draws on an inductive process in which particular facts and examples are used to form general rules and principles through the analysis of data collected from in-

interviews, observations, videotapes and case studies. These samples are usually small in number (at least 30) and are often selected by the researcher. (Uncp.edu 2011)

Qualitative research differs from the quantitative one in the sense that the latter is distinguished by large samples (at least 100), standardized measures, deductive approach and structured interview questions to collect data for solving research problems and the earlier is distinguished by its descriptive, inductive and self-effacing techniques for which data collection is viewed in compatible with the research problem. By taking advantage of qualitative method the author was able to have an extensive in-depth interview with the sales manager of the case company selected for his qualifications, experience, ability to speak English and the position of responsibility in the company, therefore enabling the researcher to have an overview understanding of the case company business-to-business sales strategies, the structure of the interview with Mr. Gerpe of company x is seen in appendix 3.

## 2.2 Research Method Chosen

Doing research is one way of gaining knowledge by means of direct or indirect observation or experience, therefore empirical which means based on evidence is the documentation of one's direct observations or experiences which can be analyzed quantitatively or qualitatively to find the solution to a problem being researched.

In business profession, quantitative research may begin with a research question which is, in this case the question what is driving schools' buying behavior? This is backed by a convincing theory which has been discussed in chapter 2 of this document in relation to the problem being solved. Based on the theory some statements or hypotheses were proposed as to what affected the driving schools' buying behaviors and the propositions or suggestions on them can be tested with a suitable experiment of which the hypotheses or predictions can be supported by the empirical study.

For that reason the goal of this thesis is to produce new knowledge or support the existing knowledge on the subject matter with experiments and observations, hence the author decided to use quantitative research method because when analyzing data using computer software's it produces graphs and figures which are easy to read and understand. The interview with the case company (qualitative research) mentioned earlier, had no relations with the research problem but provided valuable information concerning company x with which the research is conducted on behalf.

### 2.3 Research Method Used

It was mentioned earlier that the questionnaire in English was made on March 2011 from which it was edited, updated and completed in May 2011 and when the Finnish questionnaire was translated and approved, within 2 weeks of its approval the researcher drove using a vehicle with the help of the GPS to locate the exact location of the schools.

The questionnaire was handed over to the company (respondents) employees to give to the eligible person to complete, time and again the researcher waited for the questionnaire to be completed and take it by hand but in other cases it was required that the researcher return to the school/company the following day or few days later to collect the document.

The format of the questionnaire (appendix 1 & 2) shows that it was a semi-structured document with 13 questions in total most of them multiple choice questions coupled with open ended options where more information is allowed to be written by the respondent. The researcher decided to use the data collected to be analyzed using SPSS software now PASW 18.0 the results in figures, graphs and charts calculated with the help of MS Excel 2007 will be pasted in this document with the needed explanations per question from the questionnaire handled in a chronological order. (Thornhill 2009, 360-3)

### 2.4 Validity and Reliability of the Research

The conclusions drawn from analyzing surveyed data is only acceptable when it is determined to be valid, validity is used to determine whether the research measured what it intended to measure and whether it approximated the truthfulness of the results or not, to disregard the validity of the research is to put the trustworthiness of the work into question and other confidence in the results or findings. (Activecampaign 2009)

Although the qualitative and quantitative methods were both used in this research they needed to be looked at using measures of reliability and validity in order to ascertain the dependability of the results. The questionnaire was sent to the whole population of 31 driving schools in the city of Espoo, a research population is a collection of individuals or objects (in this case driving schools) that are the main focus of a scientific study, because of lack of time, the researcher was unable to conduct a follow-up interview in order to obtain an increased response rate and thus increase the reliability and validity of the research as it was mentioned earlier the response rate was also lower than expected.

In most instances, it is for the benefit of the population that research is being conducted however, due to the size of the population the researcher cannot question every individual or

company in the target group or market because it is too expensive and time-consuming therefore the researcher used what is known as sampling techniques which required that only data collected within 2 weeks was analyzed. Kotler et al. (2008, 343) mentioned that when conducting quantitative research in a population the researcher only needs 1% of that population to answer the questionnaire for the results to be reliable and trustworthy.

When completing the quantitative method, 7 responses were received from 31 schools in the target market representing roughly 22.5 % of the population. It can be mentioned here that non-respondents who were the majority proved to be a threat for the reliability and validity of this research and there is a chance that non-respondents might have had different viewpoints from the minority respondents therefore diminishing the validity and reliability of this research, also the authors lacking the ability to speak Finnish or Swedish to communicate effectively may have contributed to the low response rate.

It is important to test the reliability of the questionnaire in order to get accurate results of the respondents and avoid questions to be misunderstood cause inconsistencies which reduces the reliability and validity of the results. There are three common approaches to assessing the reliability of the questionnaire namely;

- Test and Re-test
- Internal Consistency
- Alternative Form

The test and re-test estimates the reliability obtained by correlating data with the same questionnaire collected under or near equivalent conditions, in this case the questionnaire needs to be administered twice to the same population, although it is difficult to persuade respondents to answer the same questionnaire twice the longer the time interval between the two the lower the likelihood that they will answer the same questions the same way.

Internal consistency involves correlating the responses to each question with those of other questions in the same questionnaire and the method used to calculate this is Cronbach Alpha. The alternative form approach responds to questions in the questionnaire that are compared to alternative responses of the same questions or group of questions in the same questionnaire, in other words, the researcher can create questions known as 'check questions' whereby the same question is repeated more than once in the same document to check if the respondents answered the same or different at other times. (Saunders, Lewis & Thornhill 2009, 373-4)

The reliability of the research is described as the level of repetitiveness of the measured re-

sults and so the measurement of the reliability is the ability to provide non-accidental results. The author of this thesis designed the questionnaire and conducted the research so as to increase its reliability, the foremost threat to the reliability is the subject error in reference to the research, this may pose a threat to the reliability and validity as the 7 respondents of the questionnaire were collected within 2 weeks, other factors may have affected the mentality of respondents as there was war in Libya and fuel prices was high in Finland as well at the rest of the world as the result of the situation, if a more neutral time for conducting quantitative research was chosen the results would have probably yield different results but the situation mentioned above was beyond the researchers control.

The threat of subject bias may have existed during the research as respondents from companies may have expressed their thoughts to please the interviewer, a service provider or one's superior therefore the researcher intended to reduce this risk by encouraging the respondents to express themselves with full anonymity, in addition respondents were promised anonymity concerning their responses to questions to third-parties. As in any research study, there is the possibility that the author may have misinterpreted or falsely observed quantitative data that may have been harmful and reduced the validity and reliability of this research.

### 3 Company X

This section represents the minor qualitative study of research based on the interview with the case company's sales manager Mr. Pasi Gerpe. It is important to note here that this interview (appendix 3) is not directly related to the research problem but was a way of trying to understand the case company's business dealings with its customers in relation to b2b environment because such information was non-existence from the company's website.

The case company as was previously known is company x because the Company's representatives did not wish to have it mentioned in public documents such as this thesis nonetheless the company is located in Helsinki city. In the year 2009 company x had eight outlets where a customer can buy an automobile and in 2011 it had nine outlets.

The cities in Finland where the company has outlets are Hämeenlinna, Herttoniemi, Konala, Olari, Olarinluoma, Raisio, Tampere and Tikkurila. Figure 8 below shows cities locations.



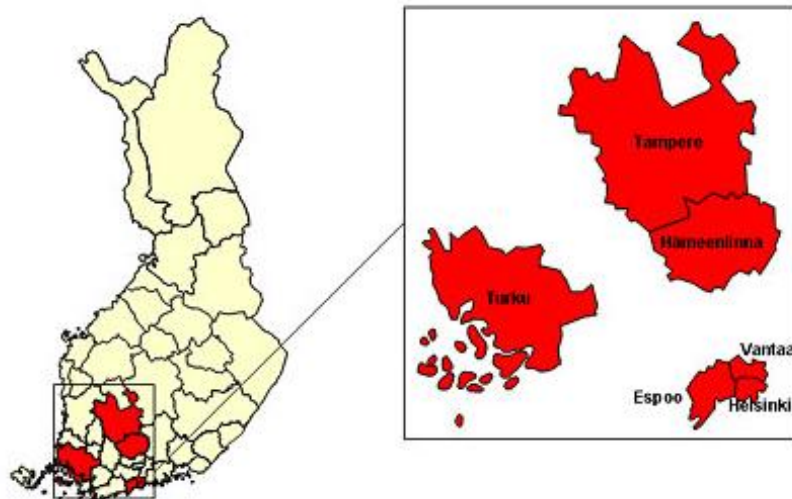


Figure 8: Company x locations (Aro 2011)

Company x deals in at least ten car brands namely Fiat, Lancia, Alfa Romeo, Jeep, Nissan, BMW, Peugeot, Chrysler and Dodge. The case company also provides maintenance services for all the vehicles that it deals in including MINI and BMW car brands, the car servicing exist in most of its outlets across the country. The company has an annual automobile sales of 14 000 (4,000 new and 10,000 second hand vehicles) with 70,000 vehicles sold since its inception. (Aro 2011)

A customer can buy an automobile using several options available to theme namely by cash in which the payee becomes the owner of the vehicle, in this situation the driving school for instance pays cash to the car dealers, receive the receipt as proof of payment and take the vehicle, another option is by paying a down payment of 15% from the total price of the vehicle and the rest is covered by the financial company, in this situation the official owner of the vehicle is the financial company until the customer finishes paying the rest of the money which is done in monthly instalments, for example the driving school can pay 3,000€ which is 15% of a 20,000€ vehicle and the 17,000€ is paid by the financial company, but the vehicle remains in the financial company's ownership until the school finishes off paying the 17,000€ by monthly instalments of 260€ every month.

The vehicle exchange option is whereby a used vehicle is exchanged for a new vehicle, in this situation the used vehicle is converted into cash at the point of exchange based on its current market value and the price is subtracted from the original price of the new vehicle. The difference can be paid in cash or by the financial company. When the financial company's pays part of the customers fees it secures the vehicles document No.2 and No.1 is given to the customer as proof of partially owning the vehicle.

The final option of obtaining a vehicle from the case company is by leasing whereby the owner of the vehicle is company x and the customer leases it for a period of time, by signing an agreement with the case company agreeing to pay a continuous monthly instalments until the end of the contract for example, if the driving school signs a leasing contract of 36 months at a monthly fee of 150€, then at the end of the contract the school will have to return the vehicle to the car dealer.

The case company has Customer Relationship Management software (CRM) installed in all its outlets connecting with the financial companies through the internet, with this connection in place, customers can be registered for a car loan with a financial company of their choice within a short period of time, but they have to be analyzed by the respective financial company based on their monthly income and other factors before being approved for the loan, the loan approval process takes less than 30 minutes of time. (Interview Pasi Gerpe, 2011)

### 3.1 Research Findings

The number of people that participated in the research where 7 in total and their genders were 3 females and 4 males in the age groups from 26 to 60 years of age.

When asked whether their driving schools have several units or branches, 4 out of 7 respondents answered yes and when asked where the decisions in the company of choosing a Car brand is made from, 4 respondents answered, head office, 1 respondent mentioned the company CEO and 2 respondents mentioned the driving instructor. When asked what kind of position they occupy in their respective companies 4 chose CEO, 2 respondents answered secretaries and 1 respondent was a freelancer.

When the researcher asked them the person responsible for choosing a car brand for their companies 4 respondents chose the CEO, 2 chose the driving instructor and 1 respondent mentioned the board of directors.

When the researcher calculated in PASW 18.0 software to find out the relationship between gender and the people responsible for choosing the car brand in the company the results were as shown in table 1 below. From the table it can be seen that the highest number of respondents who were males and occupied the position of CEO in the driving school were also the people responsible for choosing the car brand for the company.

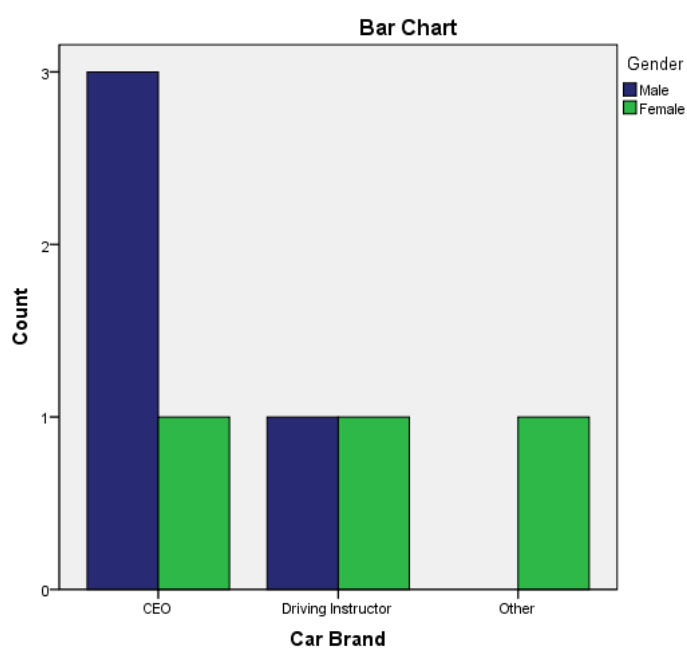


Table 1: Car brand selection by gender

When another analysis was done to calculate the relationship between people responsible for choosing the car brand and their age groups the results was as shown in table 2 below, from the table it can be seen that the age group of people who are CEO's in driving schools is between 36-45 and 46-60 years old . The 'other' for company position, is represented by a free-lancer and secretaries.

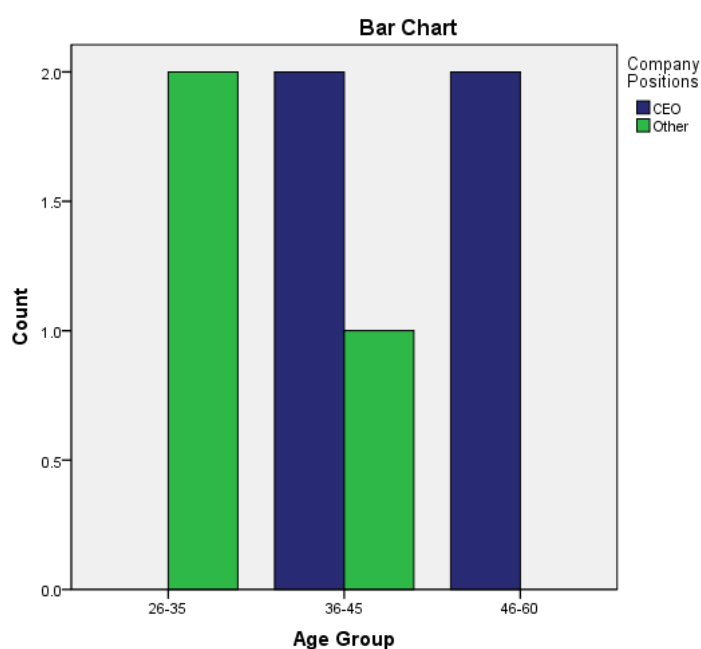


Table 2: Company position by age group

When the relationship between the company positions and the person responsible for choosing the car brand was analyzed table 3 produced the results, from the table it can be seen that the people in the driving school occupying the positions of CEO were responsible in choosing the car brand for the company followed by driving instructors and others (secretaries and freelancers).

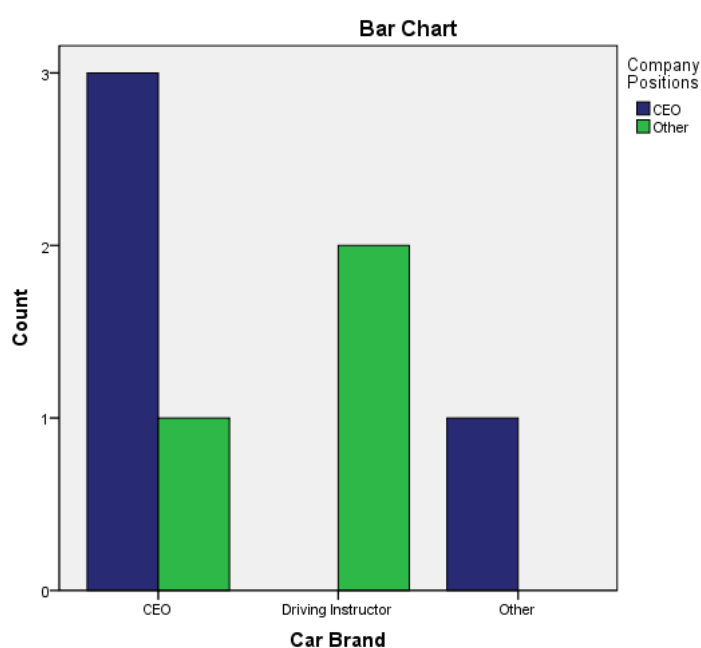


Table 3: Company position selection of car brand

The respondents were further asked if there was any person or group of persons in the company whose opinion was taken into consideration when choosing a car brand, the results were that 3 respondents answered No and 4 respondents mentioned driving instructors.

When companies were asked how well they know a list of car dealers the results were as shown in table 4 below. MS Excel document produced the following pie chart with the list of common car dealers in Finland categorized by the number of brand vehicles they deal with, the smaller the number the more the car dealers' knowledge. When the researcher made the statistical calculations in PASW 18.0 the results are shown in appendix 4 below.

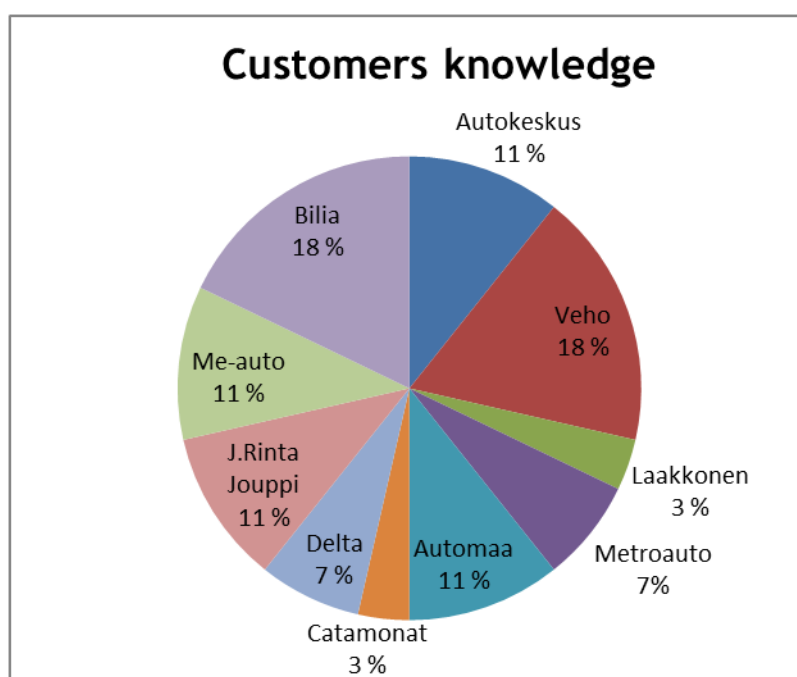


Table 4: Driving schools knowledge of Car dealers

From the pie chart above it can clearly be seen that Laakkonen, Catamonat and Metroauto car dealers are popular with driving schools.

When the researcher further asked driving schools how they acquire vehicles for their companies the results were that, 3 chose, by leasing and 4 chose by purchasing. When the PASW 18.0 was used to analyze the data the results are shown in table 5 below.

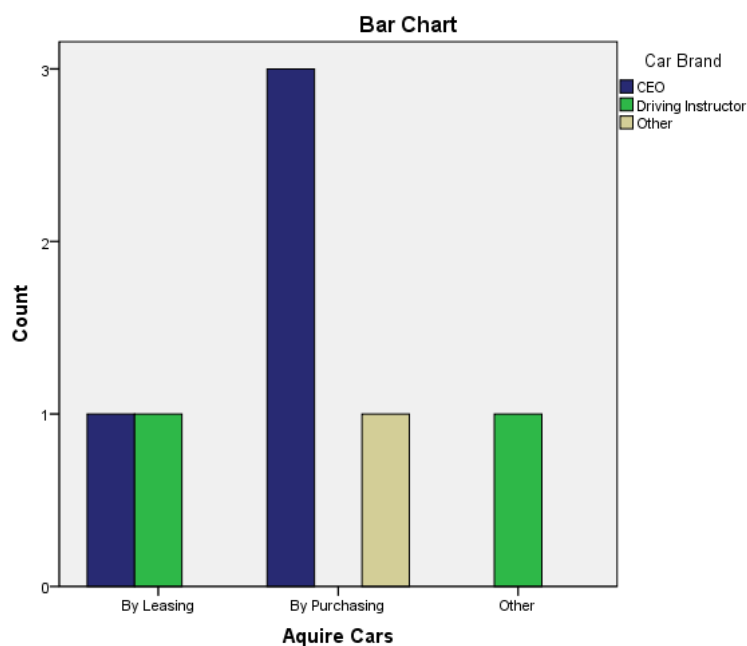


Table 5: Acquisition of car brand by job position

From the above table it can be seen that CEO's preferred to buy vehicles by purchasing and driving instructors by leasing, 'other' in the table is represented by leasing.

When driving schools were asked to choose a list of important factors when buying a vehicle the results are shown in table 6 below, the smaller the number the higher the importance. When the correlation of these factors was calculated in PASW 18.0 the results are shown in appendix 5 below.

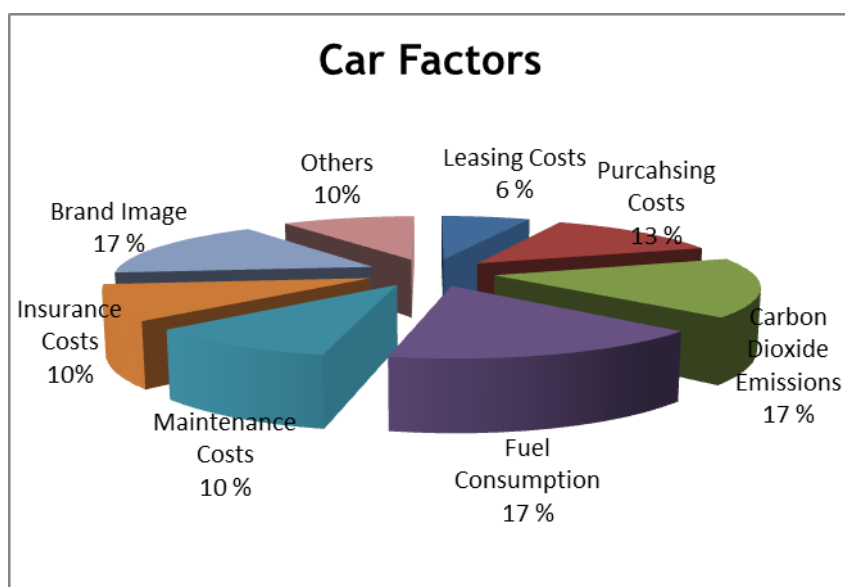


Table 6: importance of car factors by driving schools

From the above table it can be seen that Leasing costs, maintenance costs and insurance costs were considered important when choosing a vehicle to be used by the company.

The researcher asked driving schools if the vehicles country of origin was considered important when choosing a vehicle and the results with the help of MS Excel are shown in table 7 below, the smaller the percentage the higher the preference rate.

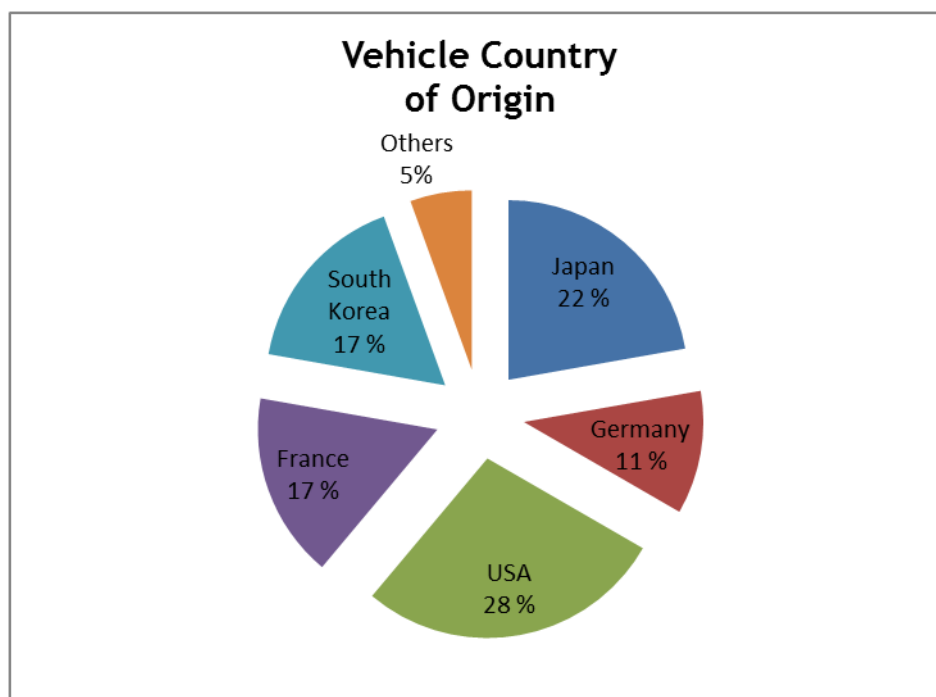


Table 7: Vehicles Country of Origin

From the above table it can be clearly seen that Germany was the country of origin apart from others, that driving schools would prefer to by an automobile from.

When the researcher further asked driving Schools how they would prefer to receive (marketing) information on Vehicles the results are shown in table 8 below. The smaller the percentage the higher the rating, the correlation of this marketing information is shown in appendix 6.

From the table below it can be clearly seen that personal visits of car dealers, direct mail, newspaper and magazine advertisements were the most preferred marketing methods by driving schools.

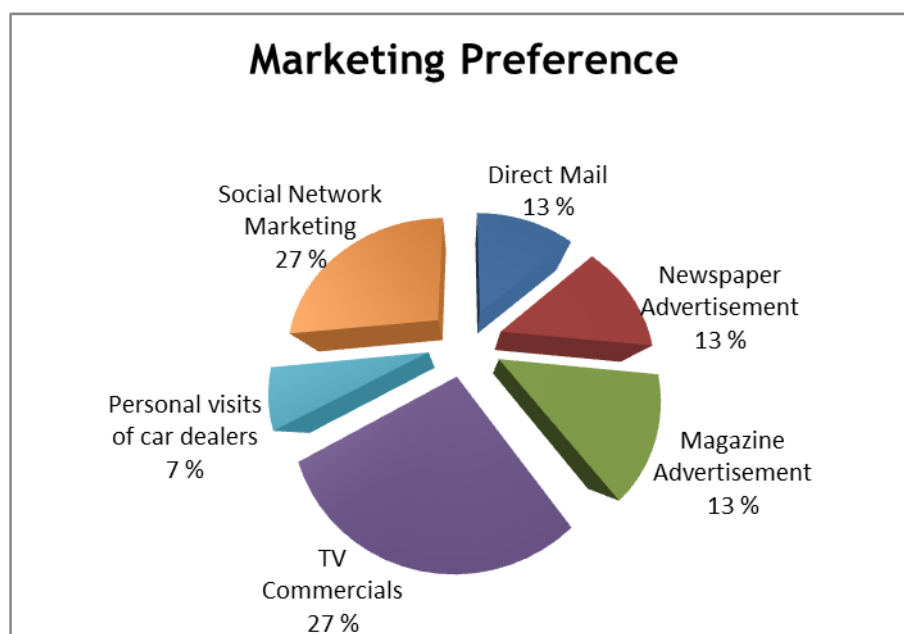


Table 8: Driving Schools Marketing Preferences

Finally, when the researcher asked if there was anything driving schools would prefer in relation to driving schools concerning the purchase of vehicles the following answers were compiled a) The length of guarantee should be increased, more services to customers, the speed of services and retail value of vehicles should be reviewed b) Personal preferences of driving instructors, Skoda, Volkswagen and Toyota vehicles brands were considered important in buying a vehicle.

#### 4 Conclusions and Recommendations

In this section of the document the author will conclude the quantitative research based on the respondents information. The author would like to use this opportunity to express his desire of wanting the research findings to explain the real life situation of driving schools buying behavior but regrettably, due to insufficient number of respondents from the target market the research will instead explain the results of driving schools that only participated in the research and the information cannot be used to represent the whole market.

The conclusion of the thesis is therefore that the ages of people working for driving schools in Espoo are between 26 and 60, the majority being males occupying the position of CEO and attain this position between the ages of 35 to 60. Driving schools have several units or branches operating in many different cities in Finland and their head offices have the responsibility of choosing the car brand of the company and the people at the head office responsible for choosing vehicles for driving schools are CEO's with the opinion from driving instructors.



The people working for driving schools such as the CEO and driving instructors have a good knowledge of Catamonat Oy and Laakkonen Oy car dealers in Finland. The CEO and driving instructors preferred to receive marketing information about vehicles from personal visits from car dealers, direct mail, newspaper and magazine advertisements.

The factors considered important when buying a vehicle from a car dealer are leasing, insurance and maintenance costs and the automobiles country of origin or make is not important by driving schools but German made vehicles are preferred if need be, finally CEO's of driving schools preferred to purchase vehicles instead of leasing or using other means of obtaining automobiles from car dealers.

The author's recommendation to company x is that, since CEO's usually seek help from driving instructors in choosing a vehicle and also preferred personal visits from car dealers, direct mail, newspaper and magazine advertisements as a means of receiving marketing information about cars, company x should strategize its marketing efforts by advertising its vehicles in newspapers, magazines and in direct mails to driving schools, also the company should hire specialized personal sellers or train their own employees as personal sellers.

The promotion of company x can include but not limited to advertising in men's magazines, driving schools brochures and reading materials common to people of that age group (26-60). Company x can advertise offers and promotions on the Finnish Transport and Safety Agency (Trafi) premises and the Finnish Vehicle Administration (AKE) premises and on their websites because they are reliable and are mostly concerned with motor vehicles.

Other promotional places that company x can take advantage of are places such as the Katsastus and A-katsastus premises, workshops and their websites because every year people including companies take their vehicles for inspection to those places and spend considerable time at the premises waiting for their vehicles to be inspected, customers also visit their websites to make appointments for vehicle inspections, checkups and other reasons, therefore the case company can take advantage of such opportunities to promote their products and services.

Internet pages such as but not limited to facebook.com, youtube.com, nettiauto.com and keltainenporssi.fi are good for promotion and advertisements among Finnish and foreign consumers of these services because they are reliable for viewing, watching, selling and buying of vehicles therefore the case company can take advantage of these opportunities to advertise and promote its products and services to increase its popularity.

Since driving schools CEO's prefer to buy vehicles, company x can utilize this opportunity by offering flexible payment methods for companies that buy vehicles from them, increase the payment period and give discounts to customers that buy by cash and those that complete financial payments within the agreed timeframe, that way the case company will earn a good reputation from its customers and sell more vehicles as a result.

Company x website should be translated into common languages spoken in Finland such as Finnish, Swedish and English so that customers and potential customer will be able to read and understand promotional messages in their languages, this is effective especially in bilingual societies in which Finland is developing into. Toll free or hotline telephone services should be offered to customers with an option of choosing a language from the automatic switchboard in order to offer quick services to customers.

The case company being situated in the southern part of Finland can carry out a quantitative and qualitative research in the Helsinki Metropolitan and Greater Helsinki Metropolitan Areas so as to understand what individuals and companies in general expect from a car dealer, that way the company can strategize its marketing efforts to reach the target group and avoid wasteful marketing to non-target groups which has proven to be expensive and a waste of time and company resources.

Having a strategic plan of reducing the company's overall expenses is key to reducing the price tag on vehicles sold as a result attracting more customers. One way a company can reduce its overall expenses is by utilizing part time employees more than employing permanent employees, renting cheaper buildings other than owning one, using more environmentally friendly offices and machine equipments especially those using solar or hydro electric power and using cheaper and effective way of transporting vehicles from the point of import to the final destination.

Finally company x should negotiate with insurance companies to give extra bonuses to individuals and companies that use the suggested insurance companies at the point of purchase or those that utilize the tagged insurance companies on promotional vehicles thereby the case company and the insurance companies both benefit from the same customers.

## 5 Theoretical Linkages

The relationships between the theory and the empirical study or quantitative research can be termed as the theoretical linkage because it allows the theory to explain the real life situation found in the empirical study.

The theoretical study about the organizations buying behavior explained that organizations behave differently when buying a product that has a profound effect on the company and an example was given of a driving school being able to spend a considerable time holding meetings and carrying out consultations when buying a Motor Vehicle to be used for driving lessons by the school because such a product is important on the performance of the company unlike when the school wants to buy office equipments such as copy papers or coffee cups.

It was also understood that organizations buying behavior is a multi-person activity which required people from different departments, professions and hierarchical levels in the company to come together to form a buying center to analyze the product concerned. This theory is linked to the quantitative research findings that when buying vehicles driving schools have their branches or units responsible for selecting the Car brand, the CEO's and driving instructors have the responsibility to make such decisions, therefore the possible members of the buying center in a driving school are CEO, driving instructors, secretaries and freelancers.

In the theoretical study it was also understood that the factors that affected an organizations buying behavior were external environment, organizational, interpersonal, individual and organizational buyers, the theory interlinked with the research findings of Espoo driving schools although not in all respects, the findings were that driving schools considered factors such as leasing, insurance and maintenance costs to be important influencers when buying a vehicle.

In marketing communications it was understood in the theoretical chapter that marketing consisted of advertising, personal selling, public relations, sales promotion and direct marketing, these marketing strategies when used effectively in the integrated marketing communication can make the company's products and services known to customers and potential customers. The marketing message was designed to be understood by customers and not cause confusions, this theory is interlinked with the research findings that personal visits from car dealers, newspaper and magazine advertisements were the preferred method of receiving marketing information about vehicles by driving schools with the opinion from driving instructors CEO bought vehicles.

In the theoretical chapter, it was understood that social media marketing worked effectively as a tool companies use to spread an effective word of mouth to social media friends or peers as the advertised message was viewed by friends to come from trusted third party peers and not from the company itself. This theory interlinked with the research findings on how driving schools would prefer to receive marketing information from car dealers and social media marketing was viewed by many to be of fairly unimportant. Social influence marketing and social influencers were clearly understood to have the benefit of achieving an organizational marketing and business needs by using social media platform to market and allow friends and

acquaintances to act as third party influencers, this interlinks with the empirical study which showed that driving school instructors, secretaries and freelancers acted as social influencers to the CEO when buying vehicles.

The above information are the theoretical linkages between chapters 2 and 4 in this document, if the number of respondents was more than 100 for quantitative study the results would have been more or less different from the ones tabulated above and they would have represented the real life situation of driving schools buying behavior in the city of Espoo.

## 5.1 Summary

This section of the research document summarizes both the theoretical and the empirical chapters so as to establish what was being researched. Going back to chapter 1 where the research problems were introduced and chapter 4 where the quantitative research results were established, it is important to take notice that even though the quantitative research did not meet the requirements of validity and reliability because the number of respondents was fewer than 100 to qualify, the results as mentioned before can have the information that can be of value to the case company.

The main objective of this thesis was to understand driving schools buying behavior and to provide recommendations to company X on how to reach driving school companies with the right marketing message. Before starting to work on the research project the author wanted to solve three problems as shown below, with these problems solved this thesis is finalized.

- Find members of the buying center of driving schools
- Analyze their preferred marketing methods
- And their preferred method of acquiring vehicles

The results of the research were that members of the buying center in driving schools were employees of the companies who decided on an automobile to be bought based on their personal expertise and experience. The members of the buying center according to the research findings were the CEO, driving instructors, secretaries and freelancers but the person responsible for making purchasing decision is the CEO with the driving instructors' opinions put into consideration when making such purchases.

The preferred marketing method of receiving information about vehicles from car dealers was by personal visits from car dealers, newspapers and magazine advertisements and the preferred method of acquiring vehicles is by purchasing.

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## Appendices

### Appendix 1. Questionnaire in English

Dear Recipient,

I am a Laurea University of Applied Sciences student studying for a degree in business management.

I am writing a thesis on organizations buying behaviors concentrating on car buying by driving schools. The questionnaire will only take 15 minutes of your time.

Thank You,

Kelvin Mbewe

Mobile: +358452720027

Email: [Kelvin.mbewe@laurea.fi](mailto:Kelvin.mbewe@laurea.fi)

**Please answer questions by circling one choice**

1) Gender

1. Male
2. Female

2) Age group

1. 20-25
2. 26-35
3. 36-45
4. 46-60
5. More than 61

3) Does your company have several units or branches?

1. Yes
2. No

4) In case the company has got several units, where are the decisions of car brands in your company made?

1. Head office
2. Local office
3. Other, explain \_\_\_\_\_

5) Your position in the company?

1. Chief Executive Officer (CEO)

2. Purchasing Manager

3. Marketing manager

4. Sales Manager

5. Driving instructor

6. Other, explain \_\_\_\_\_

6) Who is responsible for choosing a car brand in your company?

1. Chief Executive Officer (CEO)

2. Purchasing Manager

3. Marketing manager

4. Sales Manager

5. Driving instructor

6. Other, explain \_\_\_\_\_

7) Do you have a group of persons in your company whose opinion will be taken into consideration when choosing the choice of the car brand in your company?

1. No

2. Yes, who belong to this group? Please define this as job positions in your company.

\_\_\_\_\_

8) How well do you know the following car dealers?

(Options: 1-5) 1= Know very well, 2= Know fairly well, 3=Neutral, 4= Don't know that well, 5= Don't know at all

1. Autokeskus Oy

1                  2                  3                  4                  5

2. Veho group Oy Ab

1                  2                  3                  4                  5

3. Laakkonen Oy

1                  2                  3                  4                  5

4. Metroauto group Oy

1                  2                  3                  4                  5

5. Automaa Oy

1            2                    3                    4                    5

6. Catamonat Oy

1            2                    3                    4                    5

7. Delta auto Oy

1            2                    3                    4                    5

8. J.Rinta Jouppi Oy

1            2                    3                    4                    5

9. Me-Auto Oy

1            2                    3                    4                    5

10. Bilja Oy Ab

1            2                    3                    4                    5

9 How do you acquire cars for your company?

1. By leasing

2. By purchasing

3. Other explain\_\_\_\_\_

10 How important are the following factors when choosing a car for your company? (Options: 1-5) 1= very important, 2=fairly important 3= neutral, 4=fairly unimportant, 5= quite unimportant

1. Leasing costs

1            2                    3                    4                    5

2. Purchasing costs

1            2                    3                    4                    5

3. Carbon dioxide emissions

1            2                    3                    4                    5

4. Fuel consumptions

1            2                    3                    4                    5

5. Maintenance costs

1      2              3              4              5

6. Insurance costs

1              2              3              4              5

7. Brand image

1      2              3              4              5

8. Other, explain \_\_\_\_\_

1              2              3              4              5

11 How important is the country of origin of the car to your company? (Options: 1-5) 1= very important, 2=fairly important 3= neutral, 4=fairly unimportant, 5= quite unimportant

1. Japan

1      2              3              4              5

2. Germany

1              2              3              4              5

3. USA

1      2              3              4              5

4. France

1      2              3              4              5

5. South Korea

1      2              3              4              5

6. Other, explain \_\_\_\_\_

1      2              3              4              5

12 How do you prefer to receive information on cars? (Options: 1-5) 1= very important, 2=fairly important 3= neutral, 4=fairly unimportant, 5= quite unimportant

1. Direct Mail

1                      2                      3                      4                      5

2. Newspaper advertisement

1                      2                      3                      4                      5

3. Magazine advertisement

1                      2                      3                      4                      5

4. TV commercials

1                      2                      3                      4                      5

5. Personal visits of car dealers?

1                      2                      3                      4                      5

6. Social network marketing

1                      2                      3                      4                      5

7. Other, explain \_\_\_\_\_

1                      2                      3                      4                      5

13 Is there anything you would like to add concerning car buying?

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Thank You



## Appendix 2. Questionnaire in Finnish

Hyvä vastaanottaja,

Olen Laurea-ammattikorkeakoulun opiskelija ja opiskelen liiketaloutta.

Teen opinnäytetyötä ostokäyttäytymisestä autokouluissa ja tutkin autokoulujen tapaa tehdä auto-ostonsa. Kysely vie aikaa vain 15 minuuttia.

Kiitos,

Kelvin Mbewe

Matkapuhelin: +358452720027

Sähköposti: [Kelvin.mbewe @ laurea.fi](mailto:Kelvin.mbewe@laurea.fi)

**Vastatkaa kysymyksiin ympyröimällä yksi vaihtoehto**

2. Sukupuoli

1. Mies
2. Nainen

3. Ikäryhmä

1. 20-25
2. 26-35
3. 36-45
4. 46-60
5. Yli 61

3. Onko yritykselläsi useampia toimipisteitä?

1. Kyllä
2. Ei

4. Mikä yksikkö yrityksessänne tekee päätöksen automerkin valinnasta?

1. Pääkonttori
2. Paikallinen toimisto
3. Muu, selitä \_\_\_\_\_

5. Mikä on asemasi yrityksessä?

1. Toimitusjohtaja (CEO)
2. Ostopäällikkö
3. Markkinointipäällikkö
4. Myyntipäällikkö
5. Ajo-opettaja
6. Muu, selitä \_\_\_\_\_

6. Kuka on vastuussa automerkin valinnasta yrityksessä?

1. Toimitusjohtaja (CEO)
2. Ostopäällikkö
3. Markkinointipäällikkö
4. Myyntipäällikkö
5. Ajo-opettaja
6. Muu, selitä \_\_\_\_\_

7. Onko teillä henkilöitä, joiden lausunto otetaan huomioon, kun yritys valitsee automerkin?

1. Ei
2. Kyllä. Mikä asema sekä työtehtävä heillä on yrityksessä?

\_\_\_\_\_

8. Kuinka hyvin tunnet seuraavat autoliikkeet?

(Valinnat: 1-5) 1 =tunnen erittäin hyvin, 2 = tunnen melko hyvin, 3 = tunnen, 4 = En tunne hyvin, 5 = En tunne ollenkaan

1. Autokeskus Oy

1 2 3 4 5

2. Veho Group Oy Ab

1 2 3 4 5

3. Laakkonen Oy

1 2 3 4 5

4. Metroauto Group Oy

1    2    3    4    5

5. Automaa Oy

1    2    3    4    5

6. Catamount Oy

1    2    3    4    5

7. Delta-Auto Oy

1    2    3    4    5

8. J. Rinta-Jouppi Oy

1    2    3    4    5

9. ME-Auto Oy

1    2    3    4    5

10. Bilja Oy Ab

1.        2        3        4        5

9 Miten hankitte autot yrityksellenne?

1. Vuokraamalla

2. Ostamalla

3. Muu, selitä\_\_\_\_\_

10 Kuinka tärkeitä seuraavat tekijät ovat autonvalinnassa yrityksellesi? (Valinnat: 1-5) 1 = erittäin tärkeitä, 2 = melko tärkeitä 3 = tärkeitä 4 = melko merkityksettömiä, 5 = täysin merkityksettömiä

1. Leasing-kustannukset

1    2    3    4    5

2. Hankintakustannukset

1    2    3    4    5

3. Hiilidioksidipäästöt

1    2    3    4    5

4. Polttoaineen kulutus

1    2    3    4    5

5. Ylläpitokustannukset

1    2    3    4    5

6. Vakuutuskustannukset

1    2    3    4    5

7. Tuotteen imago

1    2    3    4    5

8. Muut, selitä \_\_\_\_\_

1    2    3    4    5

11    Kuinka tärkeää on auton valmistusmaa yrityksellesi? (Valinnat: 1-5) 1 = erittäin tärkeää, 2 = melko tärkeää 3 = neutraali, 4 = melko merkityksetöntä, 5 = täysin merkityksetöntä.

1. Japani

1    2    3    4    5

2. Saksa

1    2    3    4    5

3. USA

1    2    3    4    5

4. Ranska

1    2    3    4    5

5. Etelä-Korea

1    2    3    4    5

6. Muu valmistusmaa, selitä \_\_\_\_\_

1   2   3    4    5

12    Millä tavoin haluisit saada tietoa autoista? (Valinnat: 1-5) 1 = erittäin tärkeää, 2 = melko tärkeää 3 = neutraali, 4 = melko merkityksetöntä, 5 = täysin merkityksetöntä

1. Suoramainonnan kautta

1    2    3    4    5

2    Sanomalehtimainoksesta

1    2    3    4    5

3. Lehtimainoksesta

1    2    3    4    5

4. TV-mainoksesta

1    2    3    4    5

5. Henkilökohtainen käynti autoliikkeessä?

1    2    3    4    5

6. Sosiaalinen verkostomarkkinointi

1    2    3    4    5

7. Muu, selitä \_\_\_\_\_

1   2    3    4    5

13 Haluatko kertoa jotain muuta auton ostoon liittyvää?

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Kiitos

### Appendix 3: Company x Interview

Date:	1 <sup>st</sup> March 2011
Company	Company x
Sales manager	Pasi Gerpe
Location:	Konala, Helsinki, Finland

#### Questions

1. What is the SWOT (Strengths, Weaknesses, Opportunities and Threats) of your company?
2. How long has your company been in business?
3. Who owns your company?
4. How can a customer buy a car from your company?
5. How is your company's performance in comparison to previous years?

Appendix 4: Correlations of Car Dealers

Correlations											
		Autokeskus Oy	Veho Group Oy Ab	Laakkonen Oy	Metro Auto Group Oy	Automaa Oy	Catamonat Oy	Delta Auto Oy	J.Rinta Jouppi Oy	Me-auto Oy	Billia Oy Ab
Autokeskus Oy	Pearson Correlation	1	.784*	.651	.588	.529	.380	.139	.767*	.802*	.230
	Sig. (2-tailed)		.037	.113	.165	.223	.401	.766	.044	.030	.620
	N	7	7	7	7	7	7	7	7	7	7
Veho Group Oy Ab	Pearson Correlation	.784*	1	.080	.174	.474	-.110	-.103	.625	.594	.625
	Sig. (2-tailed)	.037		.864	.709	.283	.814	.826	.134	.160	.134
	N	7	7	7	7	7	7	7	7	7	7
Laakkonen Oy	Pearson Correlation	.651	.080	1	.841*	.513	.654	.513	.601	.740	-.141
	Sig. (2-tailed)	.113	.864		.018	.239	.111	.239	.153	.057	.762
	N	7	7	7	7	7	7	7	7	7	7
Metro Auto Group Oy	Pearson Correlation	.588	.174	.841*	1	.723	.726	.334	.767*	.802*	.096
	Sig. (2-tailed)	.165	.709	.018		.066	.065	.464	.044	.030	.838
	N	7	7	7	7	7	7	7	7	7	7
Automaa Oy	Pearson Correlation	.529	.474	.513	.723	1	.062	.447	.689	.910**	.689
	Sig. (2-tailed)	.223	.283	.239	.066		.894	.314	.087	.004	.087
	N	7	7	7	7	7	7	7	7	7	7
Catamonat Oy	Pearson Correlation	.380	-.110	.654	.726	.062	1	-.047	.495	.270	-.484
	Sig. (2-tailed)	.401	.814	.111	.065	.894		.921	.259	.558	.271
	N	7	7	7	7	7	7	7	7	7	7
Delta Auto Oy	Pearson Correlation	.139	-.103	.513	.334	.447	-.047	1	.181	.455	.181
	Sig. (2-tailed)	.766	.826	.239	.464	.314	.921		.697	.305	.697
	N	7	7	7	7	7	7	7	7	7	7
J.Rinta Jouppi Oy	Pearson Correlation	.767*	.625	.601	.767*	.689	.495	.181	1	.837*	.475
	Sig. (2-tailed)	.044	.134	.153	.044	.087	.259	.697		.019	.281
	N	7	7	7	7	7	7	7	7	7	7
Me-auto Oy	Pearson Correlation	.802*	.594	.740	.802*	.910**	.270	.455	.837*	1	.523
	Sig. (2-tailed)	.030	.160	.057	.030	.004	.558	.305	.019		.228
	N	7	7	7	7	7	7	7	7	7	7
Billia Oy Ab	Pearson Correlation	.230	.625	-.141	.096	.689	-.484	.181	.475	.523	1
	Sig. (2-tailed)	.620	.134	.762	.838	.087	.271	.697	.281	.228	
	N	7	7	7	7	7	7	7	7	7	7

\*, Correlation is significant at the 0.05 level (2-tailed).

\*\*, Correlation is significant at the 0.01 level (2-tailed).



## Appendix 5: Correlations of Car Factors

Correlations									
		Leasing Costs	Purchasing Costs	Carbon Dioxide Emissions	Fuel Consumption	Maintenance Costs	Insurance Costs	Brand Image	Others
Leasing Costs	Pearson Correlation	.1	.426	.081	.125	.596	.596	-.674	<sup>a</sup>
	Sig. (2-tailed)		.341	.896	.789	.158	.158	.097	.
	N	7	7	7	7	7	7	7	7
Purchasing Costs	Pearson Correlation	.426	1	.794 <sup>*</sup>	.944 <sup>**</sup>	.949 <sup>**</sup>	.949 <sup>**</sup>	.084	<sup>a</sup>
	Sig. (2-tailed)	.341		.033	.001	.001	.001	.858	.
	N	7	7	7	7	7	7	7	7
Carbon Dioxide Emissions	Pearson Correlation	.081	.794 <sup>*</sup>	1	.852 <sup>*</sup>	.699	.699	.528	<sup>a</sup>
	Sig. (2-tailed)	.896	.033		.015	.080	.080	.223	.
	N	7	7	7	7	7	7	7	7
Fuel Consumption	Pearson Correlation	.125	.944 <sup>**</sup>	.852 <sup>*</sup>	1	.828 <sup>*</sup>	.828 <sup>*</sup>	.358	<sup>a</sup>
	Sig. (2-tailed)	.789	.001	.015		.021	.021	.431	.
	N	7	7	7	7	7	7	7	7
Maintenance Costs	Pearson Correlation	.596	.949 <sup>**</sup>	.699	.828 <sup>*</sup>	1	1.000 <sup>**</sup>	-.167	<sup>a</sup>
	Sig. (2-tailed)	.158	.001	.080	.021		.000	.720	.
	N	7	7	7	7	7	7	7	7
Insurance Costs	Pearson Correlation	.596	.949 <sup>**</sup>	.699	.828 <sup>*</sup>	1.000 <sup>**</sup>	1	-.167	<sup>a</sup>
	Sig. (2-tailed)	.158	.001	.080	.021	.000		.720	.
	N	7	7	7	7	7	7	7	7
Brand Image	Pearson Correlation	-.674	.084	.528	.358	-.167	-.167	1	<sup>a</sup>
	Sig. (2-tailed)	.097	.858	.223	.431	.720	.720		.
	N	7	7	7	7	7	7	7	7
Others	Pearson Correlation	<sup>a</sup>	<sup>a</sup>	<sup>a</sup>	<sup>a</sup>	<sup>a</sup>	<sup>a</sup>	<sup>a</sup>	<sup>a</sup>
	Sig. (2-tailed)	.	.	.	.	.	.	.	.
	N	7	7	7	7	7	7	7	7

a. Cannot be computed because at least one of the variables is constant.

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Appendix 6: Correlations of Marketing Preferences

Correlations								
		Direct Mail	Newspaper Advertisement	Magazine Advertisement	TV Commercials	Personal Visits of Car Dealers	Social Network Marketing	Other Advertisements
Direct Mail	Pearson Correlation	1	.925**	.745	.636	.060	.225	. <sup>a</sup>
	Sig. (2-tailed)		.003	.054	.124	.898	.628	.
	N	7	7	7	7	7	7	7
Newspaper Advertisement	Pearson Correlation	.925**	1	.943**	.601	.221	.300	. <sup>a</sup>
	Sig. (2-tailed)	.003		.001	.153	.634	.513	.
	N	7	7	7	7	7	7	7
Magazine Advertisement	Pearson Correlation	.745	.943**	1	.496	.335	.329	. <sup>a</sup>
	Sig. (2-tailed)	.054	.001		.257	.463	.471	.
	N	7	7	7	7	7	7	7
TV Commercials	Pearson Correlation	.636	.601	.496	1	-.369	.601	. <sup>a</sup>
	Sig. (2-tailed)	.124	.153	.257		.415	.153	.
	N	7	7	7	7	7	7	7
Personal Visits of Car Dealers	Pearson Correlation	.060	.221	.335	-.369	1	.221	. <sup>a</sup>
	Sig. (2-tailed)	.898	.634	.463	.415		.634	.
	N	7	7	7	7	7	7	7
Social Network Marketing	Pearson Correlation	.225	.300	.329	.601	.221	1	. <sup>a</sup>
	Sig. (2-tailed)	.628	.513	.471	.153	.634		.
	N	7	7	7	7	7	7	7
Other Advertisements	Pearson Correlation	. <sup>a</sup>	. <sup>a</sup>	. <sup>a</sup>	. <sup>a</sup>	. <sup>a</sup>	. <sup>a</sup>	. <sup>a</sup>
	Sig. (2-tailed)	.	.	.	.	.	.	.
	N	7	7	7	7	7	7	7

\*\* . Correlation is significant at the 0.01 level (2-tailed).

a . Cannot be computed because at least one of the variables is constant.