

A STRATEGIC MARKETING PLAN

Case Company Mundus Aer Oy

Maija Pajunen

Thesis
April 2012

Degree Program in International Business
School of Business Administration





Author PAJUNEN, Maija	Type of publication Bachelor's Thesis	Date 16.04.2012
	Pages 66	Language English
	Confidential <input type="checkbox"/> Until	Permission for web publication <input checked="" type="checkbox"/>
Title A STRATEGIC MARKETING PLAN Case company Mundus Aer Oy		
Degree Program Degree Program in International Business		
Tutor CRAWFORD, Steven		
Assigned by Mundus Aer Oy		
Abstract <p>Today's business world is highly competitive and companies fight aggressively to protect their territory. At the same time customers are becoming more demanding and conscious of the available products and services, and thus are seeking the best possible quality. For a small start-up company the business world's characteristics might come as a surprise with a negative effect on the profitability, thus jeopardizing the company's survival. Strategic planning combined with marketing tools provides a better foundation, and eases the management of the company.</p> <p>The aim of this research project is to develop a strategic marketing plan for the Finnish company Mundus Aer Oy. The focus is on two new target markets, hair salons and flower shops. With the help of the findings of this research project Mundus Aer Oy should have a better understanding on how potential customers in these two sectors will perceive the product, and as well specifically where and how the product should be promoted.</p> <p>First, issues concerning the quality of indoor air environments and related legal matters for air ventilation systems are identified and the situation in the target markets is described. In order to create a strategic marketing plan for the new target markets, background information and appropriate data are acquired via a mixed methods research approach. Second, combining the theoretical knowledge and the findings from the research, the strategic marketing plan for Mundus Aer Oy is formulated. Relevant theoretical models are applied to analyze the case company's current market situation, and finally, marketing objectives and strategies for the two target markets are formed and recommendations to approach the two target markets are presented.</p> <p>In the conclusion section the research project is shortly reviewed and future research suggestions are discussed.</p>		
Keywords Strategic marketing plan, Indoor Air Quality, Hair salons, Flower shops		
Miscellaneous		



Tekijä(t) PAJUNEN, Maija	Julkaisun laji Opinnäytetyö	Päivämäärä 16.04.2012
	Sivumäärä 65	Julkaisun kieli Englanti
	Luottamuksellisuus () saakka	Verkojulkaisulupa myönnetty (X)
Työn nimi STRATEGINEN MARKKINOINTISUUNNITELMA Tutkimustapaus Mundus Aer Oy		
Koulutusohjelma Degree Programme in International Business		
Työn ohjaaja(t) CRAWFORD, Steven		
Toimeksiantaja(t) Mundus Aer Oy		
Tiivistelmä <p>Nykypäivän liikemaailma on erittäin kilpailullinen ja yritykset taistelevat aggressiivisesti suojellakseen reviiriään. Samaan aikaan asiakkaat ovat vaativampia ja tietoisempia saatavilla olevista tuotteista ja palveluista, etsien parhaita mahdollista laatua. Pienelle, aloittevalle yritykselle liikemaailman ominaisuudet saattavat yllättää negatiivisesti vaikuttaen tuottavuuteen ja vaarantaen yrityksen selvitymisen. Strategisten suunnitelmien teko yhdistettynä markkinoinnin työkaluihin antaa paremman pohjan ja helpottaa yrityksen johtamista.</p> <p>Tämän opinnäytetyön tavoite on luoda strateginen markkinointisuunnitelma suomalaiselle Mundus Aer Oy -yritykselle. Fokus on kahdessa uudessa kohdemarkkinassa, parturi-kampaamoissa ja kukkakaupoissa. Tämän oppinäytetyön avulla Mundus Aer Oy:n pitäisi ymmärtää paremmin potentiaalisia asiakkaita ja kuinka he mieltävät yrityksen tuotteen, sekä erityisesti missä ja kuinka yrityksen pitäisi tuottaa markkinoida.</p> <p>Ensimmäiseksi tunnistetaan sisäilmanlaatuun ja ilmastointilaitteisiin liittyviä lainmukaisia seikkoja sekä kuvaillaan tämänhetkistä tilannetta kohdemarkkinoilla. Jotta voidaan luoda strateginen markkinointisuunnitelma uusille kohdemarkkinoille, taustatietoa ja sopivaa dataa sovelletaan Mixed Methods -tutkimuksen avulla. Seuraavaksi teoreettinen tieto ja tutkimuksessa ilmi tulleet löydöt yhdistetään, ja Mundus Aer Oy:lle luodaan strateginen markkinointisuunnitelma. Relevantteja teoreettisia malleja sovelletaan käytäntöön analysoimalla tutkittavan yrityksen tämän hetkinen markkinatilanne. Viimeisenä luodaan markkinoinnin tavoitteet ja strategia kahdelle kohdemarkkinalle, ja ehdotuksia, kuinka lähestyä näitä kahta kohdemarkkinaa, esitellään.</p> <p>Pohdinnassa opinnäytetyötä tarkastellaan kokonaisuudessaan lyhyesti ja käsitellään jatkotutkimusehdotuksia.</p>		
Avainsanat (asiasanat) Strateginen markkinointisuunnitelma, sisäilmanlaatu, parturi-kampaamot, kukkakaupat		
Muut tiedot		

CONTENTS

1 INTRODUCTION	3
1.1 Case company: Mundus Aer Oy	4
2 METHODOLOGY.....	5
2.1 The research objectives	5
2.2 The concept and purpose of the research	5
2.3 Methods.....	6
2.4 Data collection and analysis	7
3 LITERATURE REVIEW	9
3.1 Indoor air environment	9
3.2 Standards for air ventilation systems	10
3.3 Ventilation in hair salons	11
3.4 Allergy – respiratory diseases.....	11
3.5 Shelf-life of perishable products	14
3.6 Summary.....	14
4 TOOLS FOR STRATEGIC MARKETING PLANNING.....	15
4.1. Marketing and marketing planning process.....	15
4.2 Markets.....	17
4.3 Situation analysis	20
4.4 Marketing strategy	21
4.5 Strategic marketing plan.....	26
4.6 Marketing mix.....	27
4.7 Summary.....	33
5 STRATEGIC MARKETING PLAN: CASE COMPANY MUNDUS AER.....	34
5.1 Executive Summary	34
5.2 Situation Analysis.....	35
5.3 Marketing Strategy and Objectives	43
5.4 Implementation	47
6 CONCLUSION	51

REFERENCES	53
APPENDICES.....	56
Appendix 1 (1). Opinnäytetyöhaastattelu Mundus Aer Oy.....	56
Appendix 1 (2). Thesis interview for Mundus Aer Oy	57
Appendix 2 (1). Opinnäytetyöhaastattelu / Kukkakaupat.....	59
Appendix 2 (2). Thesis interview / Flower shops.....	61
Appendix 3 (1). Opinnäytetyöhaastattelu / Parturi-kampaamot.....	63
Appendix 3 (2). Thesis interview / Hair salons	65

FIGURES

Figure 1. Core marketing concepts	16
Figure 2. The stages of planning process	17
Figure 3. Six steps in market segmentation, targeting and positioning	18
Figure 4. The Five Competitive Forces	25
Figure 5. The Four P Components of the Marketing Mix	27
Figure 6. The AiroCide® product	37

TABLES

Table 1. Chemicals used in the hairstyling product	12
Table 2. The definitions of the promotion mix tools	31
Table 3. SWOT Analysis of Mundus Aer Oy	42

1 INTRODUCTION

“Companies must see their business as a customer-satisfying process, not a goods producing process.”

(Kotler and Keller 2009, 83)

In today's business world marketing is everywhere and it's considered to be a vital tool for success (Kotler and Keller 2009, 43). Companies and especially their managers must “assess needs, measure their extent and intensity and determine whether a profitable opportunity exists” (Kotler, Wong, Saunders and Armstrong 2005, 6). Strategic marketing planning helps the companies to determine what they need to do to reach their business objectives and gain financial success in order to keep their operations running successfully. Essentially, strategic marketing planning makes it easier to manage the companies on a daily basis, since short- and long-term plans are made clear to everyone involved.

This project-based thesis was assigned by Mundus Aer Oy, a recently started company with a high-tech product, based in Jyväskylä, Finland. The aim of the thesis is to study the prospects of two new target markets: hair salons and flower shops, and then, based on the results, prepare a strategic marketing plan for the case company.

First, theories pertaining to marketing and especially to issues related to strategic marketing planning are explained. To be able to prepare a thorough strategic marketing plan, characteristics and challenges related to the target markets were studied. As well, Mundus Aer Oy's current situation in the market is explored through an extensive interview with the CEO of the company. Based on the results, a strategic marketing plan is formed that can help guide the case company to reach its objectives. In the conclusion section the research project is summarized and future research questions and problems are identified and discussed.

Together with the case company Mundus Aer Oy it was decided to leave aside aspects related to financial controls and budgeting for the purpose of this investigation.

1.1 Case company: Mundus Aer Oy

The case company, Mundus Aer Oy, was formed in Finland in 2011, and is based in the central Finland city of Jyväskylä. Mundus Aer Oy owns the distribution rights in Finland for an indoor air control system, AiroCide®, and leases and sells the system to business customers only. The company started by offering the indoor air control system to healthcare and municipal organizations, and as well to food industry companies. However, the product has been proven in other parts of the world that AiroCide® is effective in other applications as well (Testimonials n.d. AiroCide® material from Mundus Aer Oy).

The Mundus Aer Oy staff comprises two persons, CEO and Sales Director. The CEO works also in sales. Mundus Aer Oy wants to target its product, Airocide®, to selected target markets, hair salons and flower shops, but due to the lack of time and resources, the staff of the company is not presently able to focus on other markets of interest. The prospects to enter new target markets in Finland, hair salons and flower shops, have been identified outside Finland. The facts presented in the literature review, chapter 3, in which current trends seen in the health sector, and the need to improve overall wellness in life demonstrate that there is much room to expand Mundus Aer Oy's products.

2 METHODOLOGY

“It is arguably better to make decisions based on objective data than purely subjective feelings and better still to use both in decision making.”

(Proctor 2000, 38)

2.1 The research objectives

The objective of the study is to develop the background information and acquire the appropriate data needed to develop a marketing plan for the case company in the selected target markets. Before implementing the research, it was essential to identify relevant research questions linked to the above objective:

- What is the present market situation for the product in the target markets?
- How the potential customers perceive the product?
- Specifically where and how should the product be promoted?

In order to resolve a clear picture of the marketplace, the marketing plan itself will focus on both already penetrated markets and newly identified target markets.

2.2 The concept and purpose of the research

Marketing research helps a company to understand its customers and their needs better, yet decision making invariably involves some risks. Therefore, acquitting relevant data and analyses helps a company to significantly reduce these risks.

(Proctor 2000, 3)

Saunders, Lewis and Thornhill (2007, 117) define two different approaches to the research process. Based on the amount and the clarity of the theory available in the beginning of the process, a deductive or inductive approach may be taken. In a deductive approach a theory and a hypothesis (hypotheses) are developed and a research strategy is designed that will test the hypothesis.

An inductive approach is taken when data is collected and the theory is then developed as a result on the data analysis. According to Saunders et al (2007, 119) Easterby-Smith et al (2002) state that in order to establish diverse point-of-views toward a phenomena, studying and collecting data from small samples is more appropriate in the inductive research approach. Now that the research objectives, approaches and specific research questions are defined, it is suitable to identify the overall purpose of the research project. The classification of the research purpose can be described in three different ways: exploratory, descriptive and explanatory. A research project may have more than one purpose. (Saunders et al 2007, 132-133)

An exploratory study seeks to discover what is happening and produces an improved understanding of the market. To conduct an exploratory research a literature review and interviews of experts are the principal methods employed. A descriptive study attempts to describe, for example, specific events and situations, thus linking to either an exploratory or an explanatory study. Causal relationships between variables are defined in an explanatory study. (Saunders et al 2007, 133-134)

Based on these definitions, the research approach employed in this research project is inductive, and the main purpose is exploratory with the help of descriptive study. In short, the results are drawn from the collected data of the situations described in the literature review and interviews.

2.3 Methods

Proctor (2007, 12) categorizes research into primary and secondary; and qualitative and quantitative. Primary data is collected when something specific needs to be discovered and the data does not exist yet. Primary data can be collected by the company itself via a hired researcher. If research already exists, secondary data can be extracted from the results. (Proctor 2007, 12)

Based on the definitions of primary and secondary data, it is reasonable to use both methods in this research. Secondary data provides necessary information needed to create a marketing plan based on what needs to be included in it, and on the current market situation and conditions.

Primary data collected in this study seeks to reveal insights concerning Mundus Aer Oy's current situation and its operations through the opinions expressed by prospective customers. Together with primary and secondary data, the research questions are aimed to be answered and an efficient marketing plan created.

Quantitative and qualitative methods define the nature of the data collected and used. Both methods are able to generate market, competitor, distributor and customer information. The type of data generated by each method can be different; quantitative data is numerical providing information, for example pertaining to markets and their size, structure, market share and prices, which are usually quantified. Qualitative data on the contrary describes behavior, attitudes and intentions usually gathered from small samples. (Proctor 2007; 12, 182)

Taking into an account the differences between qualitative and quantitative data, in the case of this research project the primary data will be qualitative and the secondary data both quantitative and qualitative. This type of research that combines quantitative and qualitative data is called a mixed methods research approach. The “combination provides a better understanding of research problems than either approach alone” (What is Mixed Methods Research 2006, 5). Together the both forms of the data provide the results.

2.4 Data collection and analysis

In order to collect the necessary data to answer to the research questions and to successfully create a marketing plan for Mundus Aer Oy, the secondary data was collected before the primary data. The secondary research is based primarily on qualitative data, and also some quantitative data that was generated from various reliable sources including books and articles relevant to the subject, and from online publications.

Saunders et al (2007, 310-311) define an interview as a discussion with an embedded objective between two or more people. Valid and reliable data that is relevant to the research inquiry is collected when conducting interviews for research purposes. The

interviews can be divided in two standard and non-standard interviews. Standard interviews are typically tightly structured interviews based on a set of predetermined, identical questions that produce quantitative data. In comparison, the methods of conducting non-standardized interviews include semi-structured and in-depth interviews. Here the questions may vary depending on the interviewee and the objectives of the researcher, or there may even be no questions at all, e.g. when the interviewee talks freely about an given aspect of the inquiry. Semi- and non-structured interviews generally produce qualitative data. (Saunders et al 2007, 311-313)

As previously stated the present research project takes a qualitative research approach through its strong reliance on the primary data collected. It was decided to use semi-structured interviews to collect qualitative primary data.

Discussion with Mundus Aer Oy began in in spring 2011, where the formulation of clear research objectives and research questions to this thesis began to form. Following this initial meeting a literature review began that focused on the relevant marketing theory. (see Chapters 3 and 4). Two preliminary interviews through email were conducted with the CEO of Mundus Aer Oy, during the secondary research. Both the literature review and the secondary research provided part of the information needed for the researcher to address the research questions and objectives. Based on the information that came up, a semi-structured interview was formulated and the CEO was interviewed via email. The CEO also served as the company spokesperson in the interview, because he gathered answers and opinions concerning the questions from silent business partners and also from the sales manager. Mundus Aer Oy respected its silent business partners wish to stay anonymous this way.

Two other semi-structured interviews were also conducted. These interviews were sent out to participants that represented the two target segments, one interview for a hair salon owner and another for a CEO of a garden center, where is a separate flower shop. The interview questions were formulated based on the findings from the literature review and secondary research, and due to some differences in the target markets the content of the interviews differed from each other.

The participants were interviewed via email. As the research objective of the thesis was not to conduct an extensive market research comparing the two target markets, the researcher decided to conduct one qualitative interview per target segment. However, the two interviews conducted do bring additional value to this research and provide some insights and methods on how to pursue the target markets. Based on the secondary research and qualitative data collected from the interviews, a marketing plan for Mundus Aer Oy was created, which is found in Chapter 5.

3 LITERATURE REVIEW

Saunders et al (2007, 91) state that carrying out a critical literature review helps the researcher to develop a deep understanding of previous research related to the research objectives and questions. In other words, the enhanced knowledge of the subject helps to identify the research questions (Saunders et al 2007, 55).

This chapter covers a critical literature review that was written in the very beginning of this research project after the project was assigned to the researcher by Mundus Aer Oy. After conducting the critical literature review the research questions and objectives were clarified as a result. Firstly, issues about the quality of indoor air environments and related legal matters for air ventilation systems are identified. Next the focus of the literature review describes the situation in the target markets, hair salons and flower shops, and illuminates related issues and challenges, which are then briefly summarized to point out issues and problems relevant to the research objectives and questions.

3.1 Indoor air environment

Indoor air quality is an important health matter because people spend most of their time inside, especially during the cold season. Thus the quality of the indoor air has an essential influence on a person's health. (Haahtela, Hannuksela, Mäkelä & Terho 2007, 372)

A good indoor air environment increases the productivity and efficiency of the work place, by making people feel more comfortable and healthy when performing their tasks. If the indoor air environment is poor for some reason, apart from the decrease in performance and productivity, sickness can result, thus increasing absenteeism that then negatively affects the company's efficiency and profit. (Baslot 2011)

The most common reason for problems occurring in the indoor air environment involves an inadequate, poorly functioning or poorly maintained ventilation system. In large buildings it is also sometimes the case that the temperature is too high and the air too dry. Stuffy air in the work place refers to inefficient ventilation systems that can cause headache and fatigue. Allergens, microbes and other impurities in the air can cause respiratory diseases and skin symptoms such as flu, asthma, chronic rhinitis and bronchitis, pneumonia and lung cancer. (Haahtela et al 2007, 372)

3.2 Standards for air ventilation systems

In Finland, technical regulations and instructions are given by decree in the National Building Code. The regulations for new buildings are binding and for renovation and alteration applicable "only insofar as the type and extent of the measure and a possible change in use of the building require". The instructions are current acceptable solutions. (The National Building Code 2010)

The National Building Code states that a healthy, safe and comfortable indoor air environment needs to be attained and maintained in normal weather and operating situations. A harmful amount of fumes, particles and microbes detrimental to health or odors that decrease the level of comfort must not occur in a building, and this must be taken into account when a building is designed and constructed. Certain levels of a fresh air cycling must be attained to maintain the quality of the indoor air environment. Minimum levels of fresh air cycling are primarily determined by the number of persons present in a building. (The National Building Code: 5,7,27)

3.3 Ventilation in hair salons

Hair salons are establishments where special obligations for hygienic conditions are imposed. The business premises cannot cause a health hazard to the customer; therefore the premises must be designed, located, built, equipped, maintained and operated accordingly. (Yritys-Suomi, n.d.)

There is a specific set of requirements for the business premises where a hair salon operates. Small hair salons with a maximum of two customer places may employ gravitational ventilation. Other premises are required to have sufficient ventilation with a minimum of 4 l/s/m². However, when designing the ventilation the minimum target level should be such that impurities are removed from the space while clean air is brought in. Hallways must have a separate door or curtain for insulation. (Terveysten- ja kauneudenhoitoon tarkoitettujen huoneistojen suunnitteluohjeet 2005)

In many small hair salons the quality of indoor air is poor and the air doesn't circulate well enough. A person with asthmatic or other respiratory symptoms may be particularly sensitive to air impurities, especially in hair salons. The premises should be ventilated properly because open windows or doors may not bring in enough fresh air from outside. Opening windows and doors, however, may also increase the amount of air impurities. Additional ventilation then decreases the air impurities. (Jämsä 2002; Sairanen 2010)

3.4 Allergy – respiratory diseases

According to Räsänen and Sairanen (2007) some diseases occur in normal environmental settings, and some diseases may develop from within the work or working environment. Under the category of work-related diseases are occupational diseases, which are “illnesses primarily caused by a physical, chemical or biological factor at the workplace” (Paloheimo-Koskipää 2010). Conditions in the working environment are closely connected to the work-related diseases. By improving the

conditions it is possible to affect to the illnesses and decrease the need for treatments or medication. (Räsänen and Sairanen 2007)

3.4.1 Hair dressers

Hair stylists face occupational safety risks every day through exposure to hundreds of different hairstyling chemicals. The basic active ingredients of chemical treatments have stayed the same since their development in the 19th century, regardless of the usage of less irritating and sensitizing products. The principal chemicals used in these products can be seen in the Table 2 below. (Leino 2001; 15, 58)

TABLE 1. Chemicals used in the hairstyling products.

Chemical	Product
Ethanol	hairstyling products
Isopropanol	
Paraphenylenediamine	oxidative hair dyes
Persulfates	hair bleaches
Thioglycolates	permanent waves
Ammonia	hair dyes and permanent waves
Hydrogen peroxide	permanent fixes, hair dyes and bleaches

When one is exposed regularly to these chemicals, a skin and airway irritation and allergic diseases may develop. The odors released by these chemicals also create daily discomfort in the work environment. (Leino 2001, 15)

Respiratory diseases are sometime attributed to work-related environments (Paloheimo-Koskipää 2010). The most common respiratory symptoms among hair stylists are cough and phlegm, dyspnea, flu and hoarseness in voice. Compared to office employees, hair stylists suffer from chronic bronchitis five times more, from asthma twice more and the risk of contracting asthma is 60 to 70 percent bigger. (Sairanen 2010) In 2008 25 asthmas and 2 allergic flus that were caused by hair dye

and other cosmetic products were reported to Finnish Institute of Occupational Health (Oksa, Palo, Saalo, Jolanki, Mäkinen and Kauppinen 2010, 20).

When hair stylists are exposed to allergens in their occupation, there is a relative risk that they may decide to change their profession. If a hair stylist has asthma, she/he is 3.5 times at risk for leaving the profession compared to a hair stylist who does not have work related diseases. Other reasons causing change in the occupation are allergic rhinitis and chronic bronchitis. (Leino 2001, 74)

3.4.2 Florists

Various potential allergens exist in the floral industry (Akpinar-Elci, Elci and Odabasi 2003). These allergens include, for example, mold, pollen and other components of flowers. Allergies can to some extent be prevented with improved work methods, proper hygiene, skin protection and respirators. Regardless of the risk management, 15% of growers and florists worldwide have to change their profession due to symptoms resulting from exposure to allergens. In Finland, two-thirds are skin dermatoses and one-third respiratory diseases, and each year approximately thirty cases of occupational diseases are reported. The occupational respiratory diseases verified among florists in year 2008 and 2009 were asthma and flu. (Aalto, 2010)

“Respiratory symptoms are caused by various flowers, such as freesia, chrysanthemum, tulip, narcissus, baby’s breath, rose hip, sunflower, and mimosa (Akpinar-Elci 2003). Akpinar-Elci et al (2003) evaluated and identified work-related respiratory symptoms among 128 florists, and according to them “the prevalence of work-related asthma-like symptoms was 14.1%, and florists with work-related asthma-like symptoms were 5.9 times more likely to have a positive skin test response to a flower mix allergen.” The study concluded that “the most prominent risk factors in florists were work intensity, work duration, and specific atopy,” and to help solve the problem flower shops should have more effective ventilation systems, sufficient working areas and the florists should be informed of risk factors which cause occupational diseases.

3.5 Shelf-life of perishable products

When a consumer buys flowers from a flower shop, they expect that the flowers are of good quality, good appearance and will last as long as possible. For the entrepreneur the expectation is to purchase and sell quality products with the longest possible shelf life to guarantee maximum profit and customer satisfaction.

Perishable products have only a certain amount of time for sale and usage before becoming stale. Shelf life can be affected by light, heat, and transmission of gases including humidity, mechanical stresses and contamination by impurities and micro-organisms. (Shelf-life 2011) Ethylene is produced by the organic products themselves in the respiration process. Ethylene creates spoilage and ripening. (Etyleeni n.d.)

Flowers are considered highly perishable products and the organs continue to grow actively post-harvest. Harmful conditions can increase bacterial or fungi growth, which infects flower blooms. A clean handling and storage environment with correct temperature, humidity and a low level of ethylene along with good air circulation prolongs the shelf life of products. (van Liemt 1999)

3.6 Summary

Based on the research done in the critical review, the results show that the quality of indoor air plays an essential role in people's health. Certain standards and guidelines regulated in the National Building Code of Finland need to be followed in order to be able to operate a company that does not have a negative effect on people's health.

If however the quality of indoor air is poor, regardless of following the regulated laws, and air impurities develop, they have a harmful effect on people resulting in different occupational diseases, especially in the business due to the perishable products' shelf-life.

The critical literature review brings up problems and needs in the two target markets selected by Mundus Aer Oy and thus it is possible to assume that there is a market space for the case company's product.

4 TOOLS FOR STRATEGIC MARKETING PLANNING

Bearing in mind the main objective of this research project, it is necessary to also review appropriate marketing theories related to creating a more advanced strategic marketing plan for Mundus Aer Oy.

This will benefit Mundus Aer Oy's staff in order to understand how marketing is relevant to the everyday company operations and how they can build the company's marketing efforts on theoretical perspectives.

In the following chapter the basic principles of marketing with a focus on the strategic marketing planning are explored, and relevant models, SWOT analysis and Porter's Five Forces, are presented.

4.1. Marketing and marketing planning process

In many cases marketing is defined purely as the selling and advertising of products or services, but in today's demanding world marketing is more simply about satisfying the customer needs. Kotler et al (2005, 6) define marketing as “a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others”.

Marketing can start before a company has an actual product and lasts through the whole product life cycle. Marketing is a continuous process of finding new customers and retaining current customers by improving product appeal and performance, analyzing product sales and managing repeat process. Core marketing concepts can be seen in Figure 1. These concepts are linked to each other and show how the process is a continuous iterative process. (Kotler et al 2005, 6)



FIGURE 1. Core marketing concepts

Marketing and strategic planning go hand-in-hand in a company. Marketing provides vital information needed for strategic planning. The strategic planning defines and guides marketing in the company. Formal planning benefits all companies and encourages systematic thinking. Through planning the company is able to set objectives and policies and create efficient coordination of tasks inside the company. The continuous stages of the planning process can be seen from Figure 2. (Kotler et al 2005, 49-50)

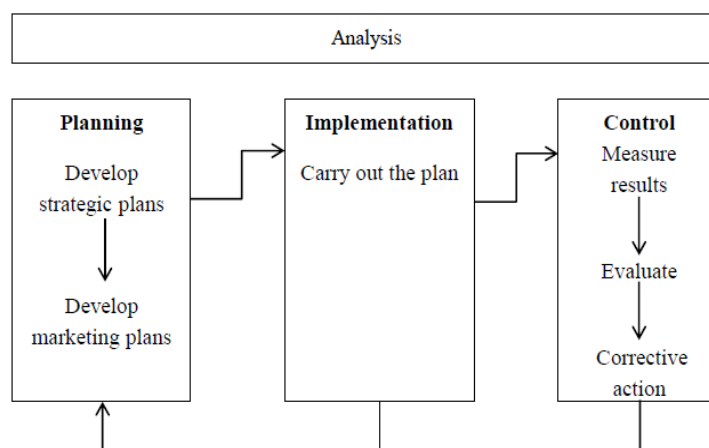


FIGURE 2. The stages of planning process

There are two different kinds of planning, strategic and operative. The operative planning consists of short-term plans for one year at a time and long-term plans for next several years. The strategic planning takes into account the changing environment where the company operates in and helps it to anticipate and respond to changes and market opportunities. (Kotler et al 2005, 49)

4.2 Markets

A market consists of potential and actual buyers of a product or service. These buyers have a certain need that can be satisfied, but the size of a certain market depends on three variables. The variables include the number of potential or actual customers, their resources and willingness to invest in a product. (Kotler et al 2005, 11)

Key customer markets include consumers, businesses, and global and nonprofit markets. This research project focuses on the business market only.

4.2.1 Business Markets

In the business markets, the buyers are organizations, not individuals as in the consumer market. The organizations buy goods and services to use in the production of other products and services that are sold, rented or supplied to others. However, the buyers in the business markets basically have the same needs, wants and emotions as buyers in the consumer market. In the business markets the buyers purchase goods or services to benefit from the investment; achieve higher revenue or lower costs. The company that sells products or services to other business organizations must understand business markets and the buyer behavior in the organizations. (Kotler and Keller 2009, 49-50; 222; Kotler et al 2005, 302)

4.2.2 Target marketing

Nowadays the companies use more target marketing instead of mass marketing. In target marketing the company directs its effort and serves one or more customer groups that share common needs or characteristics. In other words, target marketing reaches the profitable customers more efficiently. The three major steps of target marketing are shown in the Figure 3 and shortly discussed in the following subchapters. (Kotler et al 2005, 391)

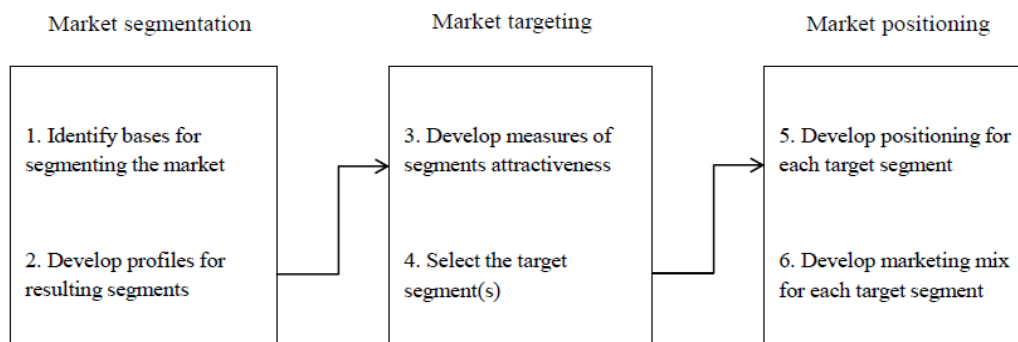


FIGURE 3. Six steps in market segmentation, targeting and positioning.

4.2.3 Market segmentation

The buyers' wants, needs, resources, locations, buying attitudes and buying practices may vary within a market. The company must consider these differences among the customers if it wants to efficiently match a product or service to their unique needs. In the consumer markets as well as in the business markets, the buyers can be segmented for example by geographic location, benefits sought, user and loyalty status and attitude. Additional variables to segment a business market include for example demographics (industry, company size), operating characteristics, buying approaches, situational factors and personal characteristics. (Kotler et al 2005, 391; 408-409)

By choosing certain market segments the company is more able to deliver value and be rewarded for considering the customers' needs. (Kotler et al 2005, 415; Kotler and Keller 2009, 268)

4.2.4 Market targeting

After dividing the market into segments, the company must choose the specific segments by evaluating the attractiveness of them and determining which ones it wants to target the product or service to. To ease the selection process, there are two different ways to evaluate the segments: segment attractiveness and company fit.

The evaluation of segment attractiveness includes the observation of right size and growth characteristics, for example a segment that has a high growth rate and a high profit margin, or a smaller and less attractive segment that may be potentially more profitable. The long-term segment attractiveness can be analyzed with the help of Porter's Five Forces -method which is explained in the subchapter 4.4.4.

The attractiveness of a particular market segment is related to the company's objectives and resources. Analyzing the company's current position in the market and its competencies define whether the company has a possibility to succeed in the segment. Reflecting attractive segments' characteristics to the company's long-term objectives can help decide which segments to choose. In this part of the process the company may also realize that it lacks some necessary competencies, for example skills needed to be able to compete in the segment.

After the company has evaluated the market segments it will decide how many and which segments it chooses to go for.

(Kotler et al 2005, 415-418; Kotler and Keller 2009, 268)

4.2.5 Positioning

A company should stand out from its competitors to succeed in the chosen market segments. In the customer's mind the company or its product and services is associated with tangible or intangible assets. Through these assets, the company positions its offerings in the target market's minds. The customers tend to buy the products which gives them the greatest value thus the company should try to satisfy the target market in a superior way.

To determine the company's image and brand personality, it is wise to analyze the major competitors and how they position in the market. For a successful differentiation strategy the company should gain competitive advantage by offering more than its competitors. To build competitive advantage there are two important strategic thrusts to look at: differentiation and low cost. The company that focuses on differentiation can enhance its products or services to explain the higher price for example by performance, quality, reliability, convenience, distribution and/or service. A low cost strategy means that a product or service has sustainable cost-advantage, for example the more is produced the less costs or through high market share.

(Aaker 1995, 7; 72-73; 179. Kotler and Keller 2009, 316-317. Kotler et al 2005, 420-421.)

4.3 Situation analysis

When the company starts to plan and create its marketing strategy, it first needs to take a look at the current situation of the company and analyze it. The company's environment, strategies and activities are studied to define opportunities and possible problem areas. To be able to analyze the current marketing situation the company must produce information about the market, product performance, competition, distribution and environment. (Kotler et al 2005, 69)

4.3.1 Company business idea

The business “idea” comprises the product, the target group and the way of operating compared to its competitors. The business idea as a whole is what drives the company in its operations and market place. (Sipilä 2008, 13)

4.3.2 Company mission

The company needs a mission to communicate to the stakeholders the reasons for it existing in the marketplace. The mission includes the company values and defines its role in the market. The customers and market are the objectives when creating the

mission and developing a mission statement. The mission statement benefits and guides the company's employees in their work, as it defines the company purpose, direction and opportunity. (Kotler and Keller 2009, 82; Sipilä 2008, 13-14)

The mission might change from time to time if the objectives of the company change, for example new market opportunities arise or the target market changes. There are several questions the company can ask to define its mission, for example “what is our business?”, “who is the customer?”, “what customers value and want in the product?” and “what should and will be our business?”. (Kotler and Keller 2009, 81-82)

4.4 Marketing strategy

Planning a marketing strategy includes analyzing the company's environment. The marketing environment consists of three dimensions; macro environment, microenvironment and internal environment.

The macro environment consists of wide societal forces the company does not have control over, affecting also the microenvironment and internal environment. These forces are demographic, economic, natural, technological, political and cultural.

The microenvironment affects the company's ability to reach its objectives comprising the forces that directly effect on the company: the customers, suppliers and stakeholders. The internal environment is composed of all the forces that affect inside the company, in other words all the departments; management, personnel, finance, R&D, operations and purchasing.

To create a successful marketing strategy and earn profits both internal and external environment need to be thoroughly analyzed and marketing planning based on them. The following subchapters focus on how to complete the analysis and lay out details of the driving forces.

(Kotler et al 2005; 25, 88)

4.4.1 External marketing environment

The external marketing environment, or macro environment, offers opportunities but also brings threats to the company. Forces, trends and unmet needs are uncontrollable factors that the company needs to monitor and respond to. The macro environment's forces affect to the microenvironment and therefore the company needs to adjust to it. A PESTEL analysis is used to analyze the macro environment and it includes six factors:

- Political
- Economical
- Social
- Technological
- Environmental
- Legal

(Kotler and Keller 2009, 113; Kotler et al 2005, 25; 88)

The political factors influence and limit companies' and organizations' activities in the market. The political environment consists of laws, government agencies and pressure groups. Apart from each country's national laws, in the European Union, the European Commission plays a major role politically with its regulations and standards. The political environment is closely bound to the legal environment. (Kotler et al 2005, 109)

The income level, taxation, inflation, savings, debt and credit availability among others factors affect to the purchasing power that shapes the economic environment.

Changes in the political environment may have strong impact on the business, for example economic instability causing anxiety among customers that then reflects to purchasing power being weakened. A decreased demand on the company's products or services, and changes in prices and currency market are factors affecting on the company's success.

Social factors include people's behavior, lifestyle and trends, and the factors are shaped by beliefs and values. However, rapidly changing fashion has an impact on the social environment that marketers must be aware of. To keep up with changes in the social environment, marketers should be proactive when planning their strategies. Demographic factors are related to social factors, and for example the growth and aging of the population should also be taken into consideration. (Kotler et al 2005, 95; 111)

Forces creating new technologies, new products and market opportunities exist in the technological environment. In the technological environment the trends change fast and shape the future. There are four trends marketers should follow: an accelerating pace of change, unlimited opportunities for innovation, varying research and development budgets, and increased regulation of technological change. (Kotler and Keller 2009, 125-126; Kotler et al 2005, 107)

Nowadays customers tend to pay a lot of attention to the environment and “green” products. Climate change for example has made people more conscious of what they purchase and how large their carbon footprint is. Carbon footprint is “the total set of greenhouse gas (GHG) emissions caused by an organization, event, product or person” (Carbon Footprint, 2012). New increasing amount of regulations to protect the environment are made which affect to the company's way of making business, the strategic plans and marketing itself. Natural disasters can change local market areas rapidly, and the company can survive if it's able to adjust to the changing environment. (Kotler and Keller 2009, 122)

Legal factors consist of laws and regulations, for example in the case of European Union regulations and a nation's own legislation, which set up guidelines to the company's operations. The business legislation is made to limit unfair business competition and to protect consumers. Sometimes the legal factors increase the company's costs and thus slow down business growth. (Kotler and Keller 2009, 126)

4.4.2 Competitor Analysis

Competition is not limited to other companies that offer similar products or services, it also includes substitute products or services that the buyer may consider. In other words, the two types of competition take an industry or market point of view, also called direct and indirect competition. The industry competition is reflected by Porter's Five Forces, and is more related to the similar products offered in the market. The market point of view in the competition is wider as it covers all the products or services that can satisfy the same customer need. (Kotler and Keller 2009, 335-336)

The competitors can be analyzed by their strategies, objectives, strengths and weaknesses. It is vital for the company to closely analyze its competitors, and thus plan an effective competitive marketing strategy. Analyzing helps to cover the competitive disadvantages and advantages the company should focus on in their marketing strategy. (Kotler et al 2005, 494)

4.4.3 Porter's Five Forces

Kotler and Keller (2009) define industry as “a group of firms that offer a product or class of products that are close substitutes for one another”. To position itself strategically and effectively the company must understand the industry structure.

The industry structure itself drives competition and profitability. To analyze the industry as a whole, Michael E. Porter has identified five forces that help the company to understand the structure of the industry it is operating in. The other four forces apart from competition are customers, suppliers, potential entrants and substitute products. The interactivity of the forces is shown in the Figure 4 below. A company can anticipate or even influence the competition by understanding the forces. One or multiple forces in the industry play the key role in strategy formulation and determine the profitability. (Porter 2008)



FIGURE 4. The Five Competitive Forces
(Kotler and Keller 2009, 335)

4.4.4 Microenvironment and internal marketing environment

Microenvironment and the internal marketing environment together form the forces closest to the company; partners i.e. customers and suppliers, and the company's departments. Through these factor, or “forces,” the company is able to analyze, manage and therefore strategically affect its objectives and profitability. (Kaplan and Norton 2008)

4.4.5 SWOT

A SWOT analysis evaluates and draws together both the internal and external marketing environments of the company; its strengths, weaknesses, opportunities, and threats. Kaplan and Norton (2008) define the goal of the SWOT analysis to “ensure that the strategy leverages internal strengths to pursue external opportunities, while countering weaknesses and threat (internal and external that undermine successful strategy execution)”.

The strengths and weaknesses arise from the company's internal actions and procedures, and the opportunities and threats from the external environment. With a carefully prepared SWOT analysis the company can better predict, prepare and respond to the factors that pose threats and also benefit from and develop its strengths and weaknesses to take on opportunities.

(Kaplan and Norton 2008; Kotler et al 2005, 58-59)

4.5 Strategic marketing plan

Strategic planning and marketing planning are closely tied to each other. Kotler et al (2005, 51) state that the strategic plan focuses on the company: its mission, the strategic objectives, the strategic audit, SWOT analysis, portfolio analysis, objectives and strategies. For the company to achieve its strategically set objectives, a marketing plan must be developed. In other words the marketing plan directs and coordinates the marketing efforts of the company, thus benefiting from the strategically set objectives and analysis of the company. After studying and analyzing the market place, the marketing plan is written to summarize the information gathered and to ease reaching the targets set. With careful planning the company can better respond to the fast-changing environment.

The marketing plans should be realistic, practical and specific including a careful competitive analysis with adequate time period, covering approximately one year with 5 to 50 pages.

The strategic marketing plan contains:

- Executive summary
- Situation analysis
- Marketing strategy
- Financial projections
- Implementation and controls.

(Kotler and Keller 2009, 81, 96-97; Kotler et al 2005, 51, 68-69)

4.6 Marketing mix

“Winning companies satisfy customer needs and surpass their expectations economically and conveniently and with effective communication.”

(Kotler and Keller 2009, 63)

Planning a detailed marketing mix is the next step after choosing an overall competitive marketing strategy. With the marketing mix, the company controls tactical marketing tools and most of all influences the demand for its product. (Kotler et al 2005, 33-34)

The marketing mix tools are categorized under four broad concepts called the *4 Ps* of marketing: product, price, place and promotion. With these concepts, the company is able to plan and guide its marketing activities and most importantly to “create, communicate and deliver value for consumers”. (Kotler and Keller 2009, 62)



FIGURE 5. The Four P Components of the Marketing Mix

Each of the 4 Ps includes several marketing variables, which can be seen in the Figure 5. The marketing mix decisions are made by carefully considering each of the variable and reflecting the product or service on them. The variables are closely connected and marketer must understand how they effect on each other. The price and promotion are easy to change according to short-term plans, unlike product or place only on the long-term. (Kotler and Keller 2009, 63)

The marketer's and buyers' views of 4 Ps differ from each other. With 4 Ps the marketer tries to influence the buyers and attract them to choose the product or service when in the meantime the buyer evaluates how the 4 Ps deliver the customer benefit. (Kotler and Keller 2009, 63)

4.6.1 Product

The classification of a product is very broad, but simply put it is “anything that can be offered to a market to satisfy a want or a need”. The product can be tangible, for example physical goods, or intangible, such as services, experiences, persons, properties or organizations. The marketing mix starts with the product as it is the most important part and other elements are tied around it. (Kotler and Keller 2009; 358, 382)

The product can be thought to have several layers each of them adding more customer value to the product. The customers buy the product to benefit from it i.e. to satisfy a need hence creating the core of the product. On top of the core there is the actual product featuring characteristics, such as quality level, product and service features, styling, a brand name and packaging. The company builds around the core and actual product, an augmented product to create benefits that best satisfy the customer. A product differentiation and competition starts to take place at the product augmentation level resulting in competitive advantage. (Kotler and Keller 2009, 358; Kotler et al 2005, 539-540)

The product attributes listed above define greatly how the customers react to the product. In production the quality level positions the product in the target market, but in marketing the product quality describes how a product performs its functions.

Kotler et al (2005, 546) list product's overall durability, reliability, precision, ease of operation and repair among other valued attributes which measure quality hence reflecting the customer value and satisfaction. (Kotler et al 2005, 545-546)

4.6.2 Price

Each product or service must have a price it is sold to a user, customer or end-consumer. Essentially price, after discounts and payment time, is what brings the revenues to the company and enables the company's various functions to go on. Apart from price, other marketing mix elements represent cost. (Kotler et al 2005, 665)

Price plays a major role in the buyer's mind. Depending on the product or service offered, the price can be set for one price to all, or modified according to the company's decisions and pricing strategy. Depending on the size of the company, the decision maker for the price varies. In small companies it's often the boss who sets the prices, in larger companies it can be done by product-line managers, with top management setting price objectives and policies and then making the final call. (Kotler and Keller 2009, 416-417)

The pricing environment nowadays is fast changing and price wars occur. The companies that only sell with price may face major difficulties with lost profits. Instead of selling based on price, companies should sell based on value by justifying the price to the consumer with greater benefits received. The company should look at the total marketing mix when deciding on prices. If the product positioning is based on non-price factors then quality, promotion and distribution affect the price. If the positioning is based on price, decisions on other marketing mix elements are strongly affected. (Kotler et al 2005, 664-665)

Among the actual and potential customers the price of the product should be agreed. Too high or low the price affects the quantity sold, however on different target segments the pricing may vary and still be accepted within the segments. Both production and marketing costs affect the final price of a product. The price in the eyes of the customer is also built on the image that marketing has created. (Rope 2005, 223-225)

4.6.3 Place

Producing, pricing and promoting the product may not count for much unless the company is able to deliver superior value to the customer, and thus actually reaching its market. To guarantee availability the product must be delivered at the right time, at appropriate quantity and at the right place for the customer. (Kotler et al 2005, 897; Rope 2005, 248)

A supply chain is formed of key supplier and resellers. Upstream from the product or service provider exist a set of firms that supply the material sold, whether it's the raw material, parts, information or expertise. Downstream towards the customer exist marketing channels or distribution channels. Partners in the downstream between the provider and customer can heavily influence on the customer satisfaction and creating product value. (Kotler et al 2005; 857, 897)

The company must remember to adjust its entire supply chain and marketing channels based on its competitors' channels in order to find out industry standards and gain competitive advantage via best practices. (Kotler et al 2005, 857) Distribution channels where product or service is provided to the customer include distributors, wholesalers, retailers, sales reps or direct selling. (Rope 2005, 253)

4.6.4 Promotion

A company must communicate with its current and prospective customers and therefore a part of the marketing mix must be dedicated to promotion – more widely stated to the total marketing communications mix. With a marketing communications mix the company communicates with its customers, intermediaries and the public. The marketing mix consists of advertising, sales promotion, public relations, personal selling and direct marketing which are used by the company to reach its objectives in advertising and marketing. (Kotler et al 2005, 719)

There can be seen a shift in the current marketing communication trends compared to the past – marketers are moving from mass marketing to building closer relationships with customers because of more fragmented markets and vast improvements in information technologies.

With new technologies and more information available marketers are able to thoroughly track customer needs and develop well focused marketing programs. (Kotler et al 2005, 720)

Transitioning from mass marketing to target marketing poses threats to the company if a very rich mix of marketing communication channels is used to communicate to a customer. The customer's mind may easily get lost in a jungle of advertising messages, thus creating a confused company image and brand position. Identifying the most efficient channels in the communication process with available resources, the company is able to control its image, position itself better and manage the customer relationship in the long-term. (Kotler et al 2005, 725-727; Rope 2005, 279)

The marketing communication tools stated earlier (advertising, sales promotion, public relations, personal selling and direct marketing) can be classified into two parts, non-personal and personal communication channels. The non-personal communication channels include advertising, sales promotion and public relations as in the personal communication channels the selling is personal with people communicating directly with each other. The personal communication channels are personal selling and direct marketing. (Kotler et al 2005, 737)

Table 2 defines the five main promotion tools and in the next paragraphs the nature of each tool will be explained. (Kotler et al 2005, 719)

TABLE 2. The definitions of the promotion mix tools.

The promotion tools	Definition
Advertising	Any paid form of non-personal presentation and promotion: e.g. Print media, radio, television broadcast, outdoor
Personal selling	Sales presentations, fairs and trade shows, incentive programs
Public relations	Building good relations with various publics, building up good corporate image and handling rumors, stories, news: e.g. press relations, product publicity, corporate communications, lobbying, counseling
Sales promotion	Short-term incentives to to encourage the purchase or sale: e.g. Point of purchase displays, premiums, discounts, coupons, competitions, special advertising and demonstrations
Direct marketing	e.g. catalogues, telephone, fax, the Internet

Advertising has many forms and uses, and can be a very strong promotion tool for the company. Advertising is used to reach masses, and is considered to be a very efficient tool to create a positive image of the company in the buyers' eyes. Large-scale advertising campaigns communicate about the company's size, popularity and success, thus helping buyers to more easily understand and accept the product. However, advertising is impersonal and only communicates one-way to the audience making the buyers able to ignore the message or respond to it. With smaller companies the budget may play too big of a role when choosing communication channels, advertising being often too costly. For newspaper and radio advertising smaller budgets are workable but for TV larger budgets are required. (Kotler et al 2005; 742, 800)

To build up the buyers' preferences, convictions and actions at certain stages of the buying process, personal selling is seen as the most effective tool. Personal selling enables a seller to observe the needs and characteristics of a potential customer and adjust quickly. Personal selling requires longer-term commitment and thus can be more expensive than advertising. Nevertheless personal selling through effective salespersons build long-term relationships with customers based on the salespersons' continual awareness of the buyers' interests. (Kotler et al 2005, 742)

There are several tools in sales promotion that are used to promote something to the customers and encourage them to buy the product. Sales promotion stimulates the customer to buy the product immediately, whereas advertising invites the customer to locate and then buy the product. With sales promotion incentives the company wants to give additional value to consumers, attract their attention while information provided targets to lead to a purchase. Sales promotion is a great tool to boost sales, however it doesn't build long-term brand preference in the ways that advertising or personal selling does. (Kotler et al 2005, 742)

Public relations, often called PR, are used to communicate to the target audiences in a non-paid form. The company is able to create a believable, more real and even reliable image with an efficient public relations strategy. Public relations reaches audiences that intentionally avoid salespeople and advertisements, it's more importantly very effective and economical when used with other promotion mix elements. (Kotler et al 2005, 742)

The forms of direct marketing listed in Table 2 have different characteristics compared to other promotion tools. Direct marketing is non-public and usually directed to certain, carefully chosen persons. The messages can be tailored according to the target audience and quickly prepared and altered for creating a response within the customers. The company intending to build one-to-one customer relationships with highly targeted marketing efforts, and with direct marketing, can reach its goals. (Kotler et al 2005; 473)

4.7 Summary

As stated earlier marketing nowadays is not only selling and advertising products or services, it is about satisfying customer needs. Marketing arises from the company operations and it lasts through the whole product life cycle. Understanding the core marketing concepts by Kotler et al (2005, 6) presented earlier in the Figure 1 the company is able to better analyze its marketing actions and to plan, implement and control them.

The company first chooses the markets it wants to target its products to, whether they are business or consumer markets, or both. Target marketing enables the company to reach the chosen markets more efficiently and to find the profitable customers. In target marketing the buyers are segmented by different variables and choosing the most attractive segments the company is better able to deliver value and answer to the buyers' needs. The company then develops positioning strategies and marketing mixes to each chosen market segment.

To reach the target markets in the best possible way and to gain profits, the company should create a marketing plan. The marketing plan consists of strategic and operative plans, which cover the company's long- and short-term objectives, respectively. To plan and create marketing strategies the company must analyze its current internal and external situation to define the marketing opportunities and challenges.

The strategic marketing plan first explores the company's situation by analyzing its macro and micro environments and internal environment. The previously presented PESTEL analysis, the SWOT analysis and Porter's Five Forces model are tools that can be used to analyze the environments. The second part in the marketing plan focuses on the operative actions which define marketing objectives and develop a detailed marketing mix for the 4 Ps, presented in Figure 5; the product, price, promotion and place.

5 STRATEGIC MARKETING PLAN: CASE COMPANY MUNDUS AER

5.1 Executive Summary

The strategic marketing plan of Mundus Aer Oy consists of two parts – analyzing the current situation of Mundus Aer Oy and the actual marketing plan where marketing objectives and strategy are revised. The situation analysis covers Mundus Aer Oy's mission statement, the current market situation, the competitors and external environment according to PESTEL model.

In the tactical part of the marketing plan the target markets are gone through and how they might perceive the product is presented. The analysis of the perceptions are based on the facts presented in the literature review and the interview answers from the hair salon and flower shop participants. Also the product, place, price and promotion are observed from the target markets point of view. In the last subchapter implementation of the short-term marketing strategies are proposed.

5.1.1 Mission Statement

MundusAer Oy's mission is to be the market leader in providing indoor air control systems in Finland, and in the Nordic Countries. “We promise our customers clean and healthy indoor air”. (Luhanka 2012)

5.2 Situation Analysis

5.2.1 Current Markets

Mundus Aer Oy operates in Finland, as stated earlier in the introduction. However as a start-up company Mundus Aer Oy has mainly been focusing their marketing strategy on customers located geographically close to the office and warehouse premises in Jyväskylä. Some existing customers are located in Turku and Kuopio. The website of the company does give information to all regardless the geographical location. AiroCide® is suitable for many different markets; here the focus is on existing customers, potential target markets are discussed on subchapter 5.3. (Luhanka 2012)

Due to the size of the staff the company hires, Mundus Aer Oy has so far during its operations been using segmentation approach to reach the potential customers. Mundus Aer Oy has started off the marketing and providing devices to healthcare organizations, for example hospitals, both private and municipal owned schools and day-care centers. These facilities all share a common problem – fungus and mold caused challenges for staff, patients and children to stay in the premises. The benefits sought by the current markets therefore are clean air provided by an indoor air control system; in some cases to delay the problem until the customers come up with a permanent solution. It can be stated that the current markets either lease or purchase the products. In the case of leasing the products for a certain period of time, long-term revenues are not guaranteed to Mundus Aer Oy. Some of the customers however do lease or purchase the devices for a continuous use; such are for example operation rooms in hospitals and other facilities that need to be clean from air impurities. A rough estimation of current fixed and terminable contracts are 60% and 40%, respectively. (Luhanka 2011; Luhanka 2012)

According to the CEO, Mundus Aer Oy faces some problems in the argumentation for the device. Some of the customers have high prejudice against indoor air control systems due to previous user experiences. The customers have stated they have come across poorly functioning products which then is negatively reflected towards all indoor air control systems.

Mundus Aer Oy devices' country of manufacture has had an influence on the image the customers have created of the product in their minds. (Luhanka 2012)

Occasionally the customers also feel that the technology of AiroCide® is too high technology to actually work in the needed situations. Due to the possible negative images of indoor air control systems, Mundus Aer Oy provides trial runs for potential customers. This way the company can prove the functionality of the device and gain win-win situation for both itself and the customer. The purchase process however varies from approximately 1 to 30 days, depending on the urge of the potential customer. If the customer wants to trial run the device, the results can be sensed already within 1 day of the usage, but usually the trial run is from 1 to 2 weeks. What affects to the timeline of the purchase, is how hierarchical the decision-making process is on the customer's end. In the government and municipal owned organizations the hierarchy can be higher as decision makers and funding providers differ from the persons in need for the product. If the purchase doesn't come true, the CEO states that the main reason is the decision-maker's location being different from the venue where the problem is. (Luhanka 2012)

5.2.2 Product

The indoor air control system was developed in the first place by Nasa scientists as an air management system to increase the shelf life of food for astronauts by eliminating ethylene gas in the environment. The technology is called AiroCide® and the product holds the same name.

The process used inside AiroCide® is called environment conditioning, and it is capable to annihilate 99,9987 % of airborne bacteria, mold, fungi, viruses, volatile organic compounds and odors and as mentioned before prevent the build-up of ethylene. AiroCide®'s nano-technology doesn't filter the air impurities; it converts them with Titanium Dioxide micro-tunnels and UV light into water vapor. Neither Ozone or other harmful byproduct is produced in the process, thus it is environmentally friendly in use.

AiroCide® can be used from healthcare to commercial situations, for infection control in government and residential uses, from purifying indoor air to even terrorism preparedness functions. The technology holds the United States's Food and Drugs Association's Class II Medical Device approval and EMC and CE certificates.

The technology is patented and the exclusive worldwide rights are owned by a USA based company Akida Holdings. The product comes in three different sizes seen in Figure 6, all carrying the same technology inside.

(Maailman tehokkainta teknologiaa sisäilman puhdistukseen 2011; A brochure of Mundus Aer Oy 2011; AiroCide 2012)



Technical specification

Model	ICS - 25	ICS - 50	ICS - 100
Size	46 x 52 x 11,7 cm	72 x 58 x 11,7 cm	106 x 59 x 11,7 cm
Weight	8,1 kg	16,4 kg	27,8 kg
Cleansing capacity	n. 100 m ³	n. 400 m ³	n. 1000 m ³
Ozone	0,0 mg/m ³	0,0 mg/m ³	0,0 mg/m ³
Power	88 W	200 W	408 W
EMC	Meets the requirements: EMC per DIN EN 500821-I, DIN EN 50081-2, DIN EN 50082-I ja DIN EN 55015		

EU Directives - EC EMC (89/339/CEE y 73/23/CE)

FDA Class II Listed Medical Device 510 (k) # K023830 Product Code FRA

FIGURE 6. The AiroCide® product.

Mundus Aer Oy has a certain set price for the product but the company may also determine the price based on each customer's needs, depending on the amount of devices installed and the leasing time, if the product is leased not sold. The prices are calculated accordingly to the current market situation and covering the company expenses is included.

The CEO states that the prices are not directly comparable to the competitors' prices, as the technology and need for maintenance between AiroCide® and competitive devices is totally different. The customers can either lease or purchase the device. The installation and delivery costs are fixed. However, the customers are able to install the device themselves, as the product comes with a rack. The product only needs to be plugged in and it's ready for use. (Luhanka 2012)

The product itself is put together in two phases, in the United States and India. The technology inside the device is manufactured in USA, due to the patent rights, where from it is shipped to India to be finalized as a readymade product. Mundus Aer Oy mainly is in contact with the manufacturer in India, and the products are shipped from India to Finland. As mentioned earlier, Mundus Aer Oy is the distributor in Finland, leasing or selling the products directly to its customers. Mundus Aer Oy has a warehouse for the devices, but the inventory is kept low due to high investment costs when purchasing the devices from the manufacturer in India. Mundus Aer Oy targets to always have inventory to guarantee a fast delivery for the customers. The CEO however states, that the fluency of the collaboration with the manufacturer in India varies due to cultural differences. Sometimes the collaboration doesn't work as efficiently as the CEO would hope. The CEO says that the distance creates some challenges, too. The distribution of the products is organized on behalf of the Mundus Aer Oy staff, if the customer is located geographically close to the warehouse or the office premises in Jyväskylä. If the customer situates further, Mundus Aer Oy has a delivery contract with a transportation company, Kaukokiito. (Luhanka 2012)

Mundus Aer Oy promotes AiroCide® through the company websites, personal selling and being a member of the Finnish Indoor Air Quality and Climate Association. Marketing mainly has been based on personal selling; contacting a potential customer, presenting the product and providing trial run in the customer's premises. Some of the customers have contacted Mundus Aer Oy themselves, and the company has quickly responded to the inquiries. The Finnish Indoor Air Quality and Climate Association promote Mundus Aer Oy in its website and related events. Mundus Aer Oy hasn't yet participated in trade fairs or exhibitions. The CEO says that Mundus Aer Oy has set long-term objectives for the development of the company, but currently specific plans are made for quarter at a time. (Luhanka 2012)

If a potential customer wants to trial run the device, Mundus Aer Oy provides the possibility eagerly to demonstrate the effects and benefits of the product. The services offered during the sales are installation on behalf of Mundus Aer Oy, if the customer wishes so, and after the sales in the case of leasing the maintenance of the product. Mundus Aer Oy offers in the case of purchase a 12 month warranty to the device when maintenance is included in the price. According to the Finnish law, business to business -products don't have to be guaranteed by the seller, but Mundus Aer Oy wants to provide a warranty to all buyers. (Luhanka 2012)

5.2.3 Competitors

As mentioned earlier, Mundus Aer Oy is the only company in Finland providing the patented AiroCide® technology, because it owns the distribution rights for Scandinavian countries. The main divider against the competitors is the patented technology that differentiates the AiroCide® device from any other existing product in the market. However, there are four companies Mundus Aer Oy lists as its main competitors: Genano, Desifinator, IQ Air and Sterimat. (Luhanka 2012)

The main competitive advantage compared to the competitors is the elimination of the air impurities with the AiroCide® product. Three out of four competitors' products filter the air impurities, which mean that the competitors' products include different kind of filters that leave the air impurities inside the device creating a need to clean or replace parts inside the products. The AiroCide® technology cleans the air more efficiently, as the research results compared to the competitors' products show that the AiroCide® has the highest percentage of eliminated air impurities. This gives Mundus Aer Oy a differentiating factor in the pricing as well. The AiroCide® is priced higher compared to the competitors' technologies; however the customers benefit from this in the long-term since there are no further costs in terms of functionality as AiroCide® is filter-free. (Luhanka 2012)

Mundus Aer Oy is still a very small company compared to the other companies offering a very narrow product range. Though, this is seen more as strength because customers don't need to choose between product ranges and different technologies.

Personal service and quick response for a trial run is promoted notably more compared to competitors. (Luhanka 2012)

In the future Mundus Aer Oy sees itself expanding in the Finnish market, as the competitors do not have the same functionalities in their devices. Mundus Aer Oy wants to cover some target markets that competitors don't focus on. There are many potential target markets in Finland, where Mundus Aer Oy doesn't promote the devices yet, but prospects can be demonstrated from other parts of the world, where AiroCide® has been available longer. (Luhanka 2011; Luhanka 2012)

Mundus Aer Oy might face indirect competition to some extent. In the hair salon market, the product manufacturers may change the technology in the hairstyling products to less irritative. This will affect the sales of AiroCide® and perhaps eventually make it unnecessary. However, as stated in the literature review, the basic active ingredients of chemicals used in the products, have stayed the same for a century (Leino 2001, 15). Therefore AiroCide® becoming unnecessary isn't immediate.

In the flower shop market, the plants and flowers produce ethylene continuously during their life-cycle and it is part of the ripening process. If the wholesalers and transportation companies of the products for example use AiroCide® technology or other similar during the transportation and market aggressively providing the fresh products to the flower shops, the entrepreneurs might not see a need for AiroCide® in their shops. Or if wholesalers offer their products to be delivered in smaller quantities more often, the sales periods are shorter in the flower shops due to the always fresh lots.

5.2.4 External Forces

When observing the external forces affecting on Mundus Aer Oy and its operations, the most efficient way is to reflect them on PESTEL analysis.

The political and legal environment can be bind together in Mundus Aer Oy's case. The European Union regulations, standards and national laws in Finland has somewhat already affected on Mundus Aer Oy. Thus the company has already gained the EMC and CE certificates to the AiroCide® technology, so careful follow-up on possible changes in the laws or regulations will provide the technology's wide acceptance.

It must be stated that the Mundus Aer Oy's device is always something extra for the customer, as customers themselves need to follow legislation when operating businesses in their venues. The daily operations of Mundus Aer Oy should follow the employee, competitor and other business legislation just like any other company.

The European wide recession in 2009 may still effect on the potential customers' willingness to make new investments. In Finland, the situation is more stable than for example compared to some South European countries. If considering the markets Mundus Aer Oy currently focuses on or potential new ones, it should study each potential target market's structure, the size of the businesses and income level especially when discussing about the privately owned companies.

Even in the business markets, the decision-makers are still humans. Therefore Mundus Aer Oy can effect on people's minds with its product and the benefits it provides. Constantly accelerating interest towards healthier life provides many opportunities in the markets for AiroCide®. Socio-cultural trends are largely studied and information on them can be found easily. If taking advantage of this, Mundus Aer Oy can proactively plan its operations marketing-wise and expand through new target markets.

Mundus Aer Oy stands strong in the technological environment with its AiroCide® technology. The Nasa patented solution speaks for itself, in other words the research and development efforts put on the technology is not easily pushed aside and replaced with new technology.

Despite of this, Mundus Aer Oy should look into the trends in the indoor air control management and perhaps look for new opportunities at some point to extend its operations. This way, the company is better prepared for the raising threats.

The changing environmental environment provides both threats and opportunities for Mundus Aer Oy. In Finland, the buyers pay attention to the products they purchase, exploring where and how the products have been manufactured, how it operates and can be recycled. In other words the carbon footprint of the product is observed and questioned. When discussed about the AiroCide® country of origin, India may face environmental change at some point due to developing infrastructure, possibly reflecting to environmental regulations and legislation.

Increasing limitations and taxation on greenhouse gas emissions and the delivery costs depending on the method may possess some threats for Mundus Aer Oy to control costs.

5.2.3 SWOT Analysis

Table 3 describes Mundus Aer Oy's current situation according to the company's strengths, weaknesses, opportunities and threats. (Luhanka 2012)

Strengths:	Weaknesses:
<ul style="list-style-type: none"> • The patented technology • Good, reliable product • Excellent customer service 	<ul style="list-style-type: none"> • Start-up company • Limited staff & financial resources • Complicated technology from customer's point of view
Opportunities:	Threats:
<ul style="list-style-type: none"> • Wide market area • Various potential target markets • Healthy lifestyle trends among customers 	<ul style="list-style-type: none"> • Customers' prejudice against indoor air control systems • Non-finnish made product

TABLE 3. SWOT Analysis of Mundus Aer Oy

5.3 Marketing Strategy and Objectives

A clear marketing strategy for Mundus Aer Oy was stated when defining the research questions in chapter 2. To be able to answer to the research questions, a tactical marketing plan for target markets needs to be completed. Based on the SWOT analysis for Mundus Aer Oy, the company should pursue the opportunities to work on the weaknesses. Thus Mundus Aer Oy's marketing strategy is to find new markets, i.e. hair salons and flower shops to gain more market share, and increase its revenues. The marketing strategy backs up Mundus Aer Oy's mission, eventually to be the market leader in providing indoor air control systems.

The target market objectives are, based on the research questions presented in chapter 2, to determine promotional guidelines for Mundus Aer Oy and how to increase the company awareness among the target markets.

5.3.1 Target Markets

The defined marketing objective for Mundus Aer Oy is to penetrate into new target markets. Thus the company has determined two interesting and high prospect target markets, hair salons and flower shops. Due to the results gained in other countries where AiroCide® is sold, Mundus Aer Oy also sees high potential in these two markets in Finland. (Luhanka 2011) Facts of respiratory diseases and shelf-life of perishable products, presented in literature review on chapter 2, also support the suitability for these two markets being targeted.

The target markets differ from the current penetrated markets. As mentioned earlier, the current markets are healthcare and municipal organizations, and food industry. Both markets have only business customers, but the structure and funding within the companies differ from each other remarkably. Among the penetrated markets, the customers are bigger organizations with more hierarchical structure in the decision making process. The funding in the public services is often harder to guarantee according to the budget reserved for investments. However, the need for the Mundus Aer Oy's products can be seen as high in the target markets.

The target markets, hair salons and flower shops are part of the private sector, with entrepreneurs usually involved closely in the daily routines. According to StatFinland (2011a) there are 10 294 hair salons in Finland. 38% of hair stylists work alone, 24% work with a colleague. 38% work with more than two colleagues (Perkonsalo 2012, 137). The amount of flower shops operating in retail was 835 companies in year 2010 (StatFinland, 2011b). According to Väinölä (2004) most flower shops in Finland are small family companies, where for example a mom and a daughter work at. This statistical information shows that a large part of hair salons and flower shops are entrepreneur operated. Thus the funding is easier to arrange and decision are made based on the needs and more or less the feelings.

5.3.2 Product and Price

Mundus Aer Oy should consider how it wants to position the product. As mentioned in the situation analysis, Mundus Aer Oy offers the product on the current market price and the price level is approximately same or a bit higher as the competitors. However, the AiroCide® technology cannot be directly compared to the competitors prices, thus the higher price requires a positioning strategy. The participant of the flower shop target market states that when investments are considered, the technology needs to be diverse, but still easy to use, and low need in maintenance (Mäkelä 2012). The hair salon target market participant however says technology considered should have low price and low energy consumption (Alarotu 2012). Alarotu (2012) also stated based on the marketing material of Mundus Aer Oy that the technology sounds expensive. Based on this comment, the benefits the potential customer will receive from using the device should be highly emphasized to close a sale. If the product positioning of AiroCide® is based on these comments, a conclusion can be drawn that the positioning should differ between the target segments.

In the literature review it was explored that the hair stylists may suffer from occupational respiratory diseases. This is vital information for Mundus Aer Oy because it tells how it should position the product in the hair salon market.

If the occupational diseases are a problem to a hair stylist or he/she recognizes the health risks related to the profession, Mundus Aer Oy can emphasize the following benefits that the AiroCide® will give to the hair stylist: cleaner and more fresh air in the salon and a decreased level of the air impurities and smell that hairstyling products release to the indoor air. The hair salon participant stated in the interview that in his salon, there has not been a sight of any respiratory diseases among the hair stylists (Alarotu 2012). Regardless of this, Mundus Aer Oy can offer the AiroCide® technology as a prevention method against respiratory diseases and in the cases of respiratory diseases occurring; offer a solution how to relieve the symptoms.

The main approach to reach the flower shop entrepreneurs and engage them to use the product should mainly be commercial benefits, in other words the financial benefit they will gain. As stated earlier, the AiroCide® has been proven effective on decreasing dramatically the level of ethylene gas, thus the flower shop entrepreneurs would increase the shelf-life length of perishable products with the device.

This would benefit in decreased material costs and in higher revenues from the longer sales period. The participant of the flower shop target market stated in the interview that one employee has asthma and one employee has been forced to change profession due to a bad allergy, both occupational diseases caused by flowers (Mäkelä 2012). This statement and the facts presented in the literature review of the occupational respiratory diseases among florists defend the need of the product health-wise.

5.3.3 Promotion

As stated in the situation analysis, chapter 5.2, the promotional techniques Mundus Aer Oy uses for the current markets are the company webpage and personal selling. Apart from these methods, Mundus Aer Oy should also consider advertising to a certain extent and public relations to the target markets, hair salons and flower shops.

The hair salon participant states that he receives the latest information in the market from a trade magazine called Pinni, and allergy related information from the webpages of the Allergia- ja Astmaliitto – the Finnish Allergy and Asthma Federation.

The trade fairs reputation however is poor and the mailed printed material is disposed because it “has been very unreliable” (Alarotu 2012). In the floral industry information is received via trade organizations, such as Kauppapuutarhaliitto and Suomen Kukkakauppiasliitto and publications such as trade magazine Puutarha&Kauppa (Mäkelä 2012). Trade fairs are also a very important channel to receive information on the latest news in the industry (Mäkelä 2012).

Due to the answers from the participants, an effective way to reach the target markets is through the industrial publications. Advertising in the trade magazines listed above will create awareness of the AiroCide® among the target markets and reach larger customer group at once. Communicating through public relations methods, for example press releases, Mundus Aer Oy will gain some objective awareness among the target markets. The press releases shall be sent out to all trade magazines and organizations.

However expanding to other promotional tools, Mundus Aer Oy shall still use direct selling technique to contact potential customers. The participants of the target markets state that the technology of the product seems “diverse” (Mäkelä 2012), but the terminology used in the marketing material is “hard to understand” and especially the air impurities listed are not clear to a hair stylist and if such appear in the hair salons (Alarotu 2012). Therefore it is essential that Mundus Aer Oy's sales staff contacts the potential customers personally to introduce the technology understandably, increase the product trial to prove the efficiency and thus encourage a purchase.

5.3.4 Distribution

As described earlier, Mundus Aer Oy distributes its products directly to its customers with no intermediaries in between. The delivery contract signed with Kaukokiito, as mentioned earlier, cannot be taken as a distributor, because it only delivers the products upon request by Mundus Aer Oy. Thus, the distribution is direct in Mundus Aer Oy's case via the company's sales staff. So far the market coverage has been exclusive, because of the amount of sales staff Mundus Aer Oy hires.

Mundus Aer Oy does not intend to change its distribution method when targeting the marketing objectives of developing new accounts within the hair salon and flower shop markets. The direct distribution to new customers shall happen on behalf of Mundus Aer Oy. The market coverage in the beginning needs to stay exclusive because of the limitations in the sales staff resources. However, if Mundus Aer Oy is able to expand its operations widely within the target market, it will reconsider the distribution method.

That is, because distribution costs can have a high impact on the overall costs of the product and evaluation might be needed to guarantee a certain level of efficiency and to maintain the customer satisfaction.

5.4 Implementation

The following chapter will focus on implementation of the marketing activities that Mundus Aer Oy should perform in order to reach the potential customers in the selected target markets. The chapter is divided in two and includes separate implementation plans for both of the target markets. In the researcher's opinion this way both of the target markets are approached in terms of the varying target markets characteristics and the possibility to maximize Mundus Aer Oy success. The implementation is the operative part of the strategic marketing plan and as stated earlier it covers short-term actions, here approximately one year ahead.

Mundus Aer Oy is starting from a scratch in both of the target markets and therefore one of the first steps to take is mapping the most potential hair salons and flower shops. Because Mundus Aer Oy operates in Jyväskylä it is convenient to start contacting the potential customers via personal selling in there and reach out for the other geographical locations by other marketing mix methods.

5.4.1 Hair salons

To kick off the approach of hair salons Mundus Aer Oy should allocate the planned tasks between the staff and agree on how much time will be used to contact the potential customers and in which methods. The employee resources compared to the almost 11 000 hair salons in Finland as stated earlier puts limitations on the wanted results coming true and thus persevering work is needed. In other words engaging the customers Mundus Aer Oy needs to create market recognition in wider sense for its product and at the same time start approaching the single customers. As stated earlier Mundus Aer Oy shall use personal selling, advertising and public relations to reach the hair salon market.

In order to create market recognition Mundus Aer Oy should design and produce a separate marketing material for the hair salon market itself or hire an agency. As stated earlier the current marketing material in the company webpage and a brochure is experienced difficult to understand. Therefore the way of how the technology introduction is presented currently should be “translated” in to common language which is easier to understand among the target market. Mundus Aer Oy should trial run the device in few hair salons and includes some testimonials from the users to the material. This would back up the functionality of the device in the hair salons and simplify the decision to make a purchase among the customers. The marketing material produced should also be included in the Mundus Aer Oy's webpages on a separate section for hair salons. Nowadays webpages are a big part of the companies' marketing activities and thus the webpages need to be carefully implemented and invested in.

The marketing material that will be created for the hair salons can be used to advertise the company and the product in the trade magazine for hair stylists, Pinni. Pinni magazine is the only Finnish trade magazine for hair stylists and the circulation is very wide. Mundus Aer Oy could also contact the magazine's editor for a possible article related to the occupational diseases where Mundus Aer Oy's product would be presented. The paid advertisements fall under advertising in the marketing mix and article of the company under public relations. Together these two components work efficiently. The advertising does not need to be heavy and come true often, but to

create market recognition, there shall be two to three advertisements published on regular basis within a year to engage the customers' attention.

The personal selling in the hair salon market shall start out with mapping the salons. To map the most potential hair salons Mundus Aer Oy shall focus on the bigger hair salons at first to maximize the possibility of closing sales. As stated earlier, the price of the product settles a little higher than the competitors' indoor air management systems and the participant of the hair salon target market said that the device sounds expensive. In bigger salons the cost of the product may be divided between the entrepreneurs/employees. Mundus Aer Oy's very potential customers are the hair salon chains operating in Finland and approaching the chains an immediate larger scale distribution is possible. The biggest hair salon chains in Finland are CM Hiustalo, Hair Store, Hairlekiini, NAPS and GloHair.

The power of personal selling when selling a product like AiroCide® is very strong because occupational diseases are individual and seen as personal issues which need more personal touch in the selling and convincing the customer to make a purchase. Therefore Mundus Aer Oy shall put efforts on the personal selling as it has been doing with the current target markets.

In all of the Mundus Aer Oy's marketing actions the needs and the customer perception received from the participant interviewed in this research project shall be remembered and executed in a value creating way. When more purchases come true Mundus Aer Oy will naturally receive more feedback related to the use of the product. In a suitable moment depending on the nature of the feedback (positive/negative) the marketing material will be revised and needed changes or updates will be made.

5.4.2 Flower shops

There are notable few flower shops in Finland compared to the amount of hair salons, a little less than 900 as stated earlier. Thus it is easier to locate the potential customers of AiroCide® but on the other hand the flower shops are entrepreneurial and not so big chains exist as in the hair salon market. There are only few smaller scale chains however, where Mundus Aer Oy can look growth from.

These chains are for example Kaivokukka and Kukka-Bukett. Mundus Aer Oy can also market its product to the garden centers that hold a flower shop inside, for example Plantagen-chain. The marketing mix for flower shop market will mainly consist of personal selling and advertising.

The researcher suggests Mundus Aer Oy to create separate marketing material as well to the flower shop market to approach the potential customers better and to gain credibility in the eyes of the customer. The marketing material should focus on the facts how the customer benefits from the AiroCide® whether increasing the product life cycle or occupational disease wise.

In the flower shop market the essential value the AiroCide® gives is the profit increase due to ripening prevention and products going stale too quickly. In the first stage, the earlier stated opinions the participant of the flower shop gave can be used to emphasize the valued features in the AiroCide® in order to close a sale. Mundus Aer Oy shall create a separate section in the company's webpage for the flower shop market. This will communicate that Mundus Aer Oy's product is suitable and reliable for the use in the flower shops.

Personal selling will also play a major role in the flower shop market when reaching the potential customers. The form of personal selling shall be one-to-one personal presentations just like in the hair salon market but Mundus Aer Oy shall take the personal selling also to the trade fairs. Trade fairs were listed as an opportunity to hear the latest industrial news. Based on this, Mundus Aer Oy will gain market visibility and also gain market coverage from the trade fairs. Mundus Aer Oy shall plan to participate in one trade fair first to see how the company is accepted and after analyzing the results of the participation to the first trade fair.

Mundus Aer Oy should consider advertising one to three times in a floral industry publication. The advertising shall take place in a trade magazine called Puutarha&Kauppa, which is a source for the latest industrial news in flower shop market. Based on the results from the first published advertising, Mundus Aer Oy shall consider whether to advertise once or twice more. One must keep in mind that advertising is relatively expensive; Mundus Aer Oy should not spend too much on it. However to reach larger amount of potential customers advertising is efficient.

6 CONCLUSION

Today's business world is highly competitive and the companies fight aggressively to protect their territory. At the same time the customers are becoming more demanding and conscious of the available products and services, thus seeking the best possible quality. For a small start-up company the business world's characteristics might come as a surprise with a negative effect on the profitability jeopardizing the survival.

Understanding the essentials of marketing tools available, the company can already go a long way. However, the tools should be used perseveringly. Here steps in the strategic planning that combined with the marketing tools give the base for the company. A strategic marketing plan guides the company's tangible and intangible assets and eases the management on daily basis, since short- and long-term plans are made clear.

The aim of this research project was to develop a strategic marketing plan for Mundus Aer Oy, a small high-tech company based in Jyväskylä, more specifically to two new target markets, hair salons and flower shops, the case company wants to penetrate. The prospects to make business in these two markets are seen high since Mundus Aer Oy's product, AiroCide®, has been proven effective in these markets in other countries. Regardless of the proofs in other countries, Mundus Aer Oy wanted to study the two target markets in Finland more before attempting to enter them.

Firstly, issues about the quality of indoor air environments and related legal matters for air ventilation systems were identified and the situation in the target markets, hair salons and flower shop, was described to illuminate related issues and challenges. In order to create a strategic marketing plan for the new target markets, the researcher formulated three research questions to be answered based on the findings. Careful answering to the questions would provide background information and acquire the appropriate data to the strategic marketing plan.

Secondly, relevant marketing theories pertaining to the strategic marketing planning were studied and a mixed methods research approach was used to collect the data. Combining the theoretical knowledge and the findings from the research, the strategic marketing plan was created for Mundus Aer Oy. In the strategic marketing plan relevant theoretical models were applied, such as SWOT and PESTEL analysis, to reflect the case company's situation in the market. In the operative part of the plan the marketing objectives and strategies were formulated to the target markets, hair salons and flower shops, and recommendations to approach the target markets were stated. As an outcome the researcher can state that there is market place in the target markets for the case company's product, however the research provided different needs and values between the target markets. Therefore the product should be positioned differently in the target markets and thus unique marketing mix plans were created.

The researcher believes that this research project is helpful for Mundus Aer Oy, and the staff can study the research project and decide whether it is reasonable to penetrate to the target markets, hair salons and flower shops - both or the other. If Mundus Aer Oy decides to follow the suggested recommendations and penetrate to the target markets, the case company could assign another researcher to study later how the product was accepted. The customer base in the target markets can also grow large and create challenges for Mundus Aer Oy itself to manage, thus another study could deal different distribution methods.

REFERENCES

- Aalto, A. 2010. Esikoista ammattiallergiaa. Työsuojeluhallinto. Accessed on 18.3.2012. <http://www.tyosuojelu.fi/fi/tyotohori/3814>
- Aaker, D. A. 1995. Strategic Market Management. 4th Edition. John Wiley & Sons, Inc.
- Airocide.com. 2012. Accessed on 12.3.2012. www.airocide.com
- Akpinar-Elci, M., Elci, O.C., Odabasi, A. 2003. Work-Related Asthma-Like Symptoms Among Florists. Chest Journal. Accessed on 18.3.2012. <http://chestjournal.chestpubs.org/content/125/6/2336.full>
- Alarotu K, 2012. Interview of hair salon representative. 5.2.2012.
- Baslot, J.V. 2011. Cause of Poor Indoor Environment Quality in Offices and Its Associated Health Risk. Accessed on 22.6.2011. <http://articlebundle.com/2048/cause-of-poor-indoor-environment-quality-in-offices-and-its-associated-health-risk/>
- Carbon Footprint, 2012. Wikipedia. Accessed on 15.4.2012. http://en.wikipedia.org/wiki/Carbon_footprint
- Etyleeni. n.d. Kotimaiset kasvikset. Accessed on 6.7.2011. <http://www.kasvikset.fi/WebRoot/1033640/Oletussivu.aspx?id=1047599>
- Haahtela, T., Hannuksela, M., Mäkelä, M., Terho, E.O. 2007. Allergia. Helsinki: Duodecim
- Jänsä, K. 2002. Kampaajien terveys. Accessed on 29.6.2011. http://www.yle.fi/akuutti/arkisto2002/050302_d.html
- Kaplan, R., Norton, D. 2008. Mastering the Management System. Harvard Business Review, 1, 62-77. Accessed on 3.1.2012. <http://www.jamk.fi/kirjasto>, Nelli-portaali, EBSCO
- Kotler, P., Keller K. L. 2009. Marketing Management. 13th Edition. Pearson Education Ltd.
- Kotler, P., Wong, V., Saunders, J., Armstrong, G. 2005. Principles of Marketing. 4th European Edition. Pearson Education Limited.
- Leino, T. 2001. Epidemiology of Skin and Respiratory Diseases among Hairdressers. Helsinki: Hakapaino Oy.

Luhanka, K. 2011. Chief Executive Officer of MundusAer. Interviews on March, April, May 2011.

Luhanka, K. 2012. Chief Executive Officer of MundusAer. Interview on 20.2.2012, 13.3.2012.

Maailman tehokkainta teknologiaa sisäilman puhdistukseen. 2011. MundusAer Oy.

Mäkelä E, 2012. Interview of flower shop representative. 2.6.2012.

Oksa, P., Palo, L., Saalo, A., Jolanki, R., Mäkinen, I., Kauppinen, T. 2010. Ammattitaudit ja ammattitautiepäilyt 2008: Työperäisten sairauksien rekisteriin kirjatut uudet tapaukset. Työterveyslaitos. 20. Helsinki. Accessed on 21.6.2011. <http://www.jamk.fi/kirjasto>, Nelli-portaali, TYKI – Työterveyslaitoksen kirjasto.

Paloheimo-Koskipää, L. 2010. Concepts of occupational diseases. Accessed on 22.6.2011 http://www.ttl.fi/en/health/occupational_diseases/concepts_of_occupational_diseases/pages/default.aspx

Perkonsalo H. 2012. Pinnin suuri hiustutkimus. Pinni 3, 136-138.

Porter, Michael E. 2008. The Five Competitive Forces That Shape Strategy. Harvard Business Review, 1, 78-93. Accessed on 27.12.2011. <http://www.jamk.fi/kirjasto>, Nelli-portaali, EBSCO

Proctor, Tony. 2000. Essentials of Marketing Research. 2nd Edition. Pearson Education Ltd.

Rope, T. 2005. Suuri Markkinointikirja. Talentum. Jyväskylä: Gummerus Kirjapaino Oy.

Räsänen, K., Seuri, M. 2007. Milloin on syytä epäillä työperäistä sairautta ja miten silloin toimitaan?. Duodecim 6/2007. Accessed on 22.6.2011. <http://www.jamk.fi/kirjasto>, Nelli-portaali, Duodecim.

Sairanen, S. 2010. Huippuammattilainen huolehtii työterveydestään. Accessed on 21.6.2011. http://www.pinni.fi/pro/10-2010_tyoterveys.html

Saunders M., Lewis P., Thornhill A. 2007. Research Methods for Business Students. 4th Edition. Pearson Education Ltd.

Shelf-life. 2011. Wikipedia. Accessed on 6.7.2011. http://en.wikipedia.org/wiki/Shelf_life

Sipilä, Lauri. 2008. Käytännön markkinointi. Nyt. Infor Oy. Keuruu: Otavan Kirjapaino Oy.

StatFinland. 2011a. Yritykset toimialoittain vuonna 2007-2010 (TOL 2008) muuttujina Toimiala, Vuosi ja Yritysten tiedot. Parturi-kampaamojen määrä Suomessa vuonna 2010. Accessed on 27.3.2012. *Tilastotietokannat > Tietokanta: PX-Web Statfin > Yritykset/Yritysrekisterin vuositilasto/Yritysrekisterin vuositilasto - 1. Yritystiedot, TOL 2008 > Muuttajat ja luokat.* <http://pxweb2.stat.fi/dialog/Saveshow.asp>

StatFinland. 2011b. Yritykset toimialoittain vuonna 2007-2010 (TOL 2008) muuttujina Toimiala, Vuosi ja Yritysten tiedot. Kukkien vähittäismyyntiyritysten määrä Suomessa vuonna 2010. Accessed on 27.3.2012. *Tilastotietokannat > Tietokanta: PX-Web Statfin > Yritykset/Yritysrekisterin vuositilasto/Yritysrekisterin vuositilasto - 1. Yritystiedot, TOL 2008 > Muuttujat ja luokat.*
<http://pxweb2.stat.fi/dialog/Saveshow.asp>

Terveysten- ja kauneudenhoitoon tarkoitettujen huoneistojen suunnitteluohjeet. 2005. Helsingin kaupungin ympäristökeskus. Accessed on 29.6.2011.
<http://www.hel.fi/ymk/>

Testimonials. n.d. AiroCide® material from Mundus Aer Oy.
 The AiroCide® product. A brochure of Mundus Aer Oy. 2011.

The National Building Code. 2008. Ministry of the Environment. Accessed on 13.6.2011. http://www.finlex.fi/data/normit/34164-D2-2010_suomi_22-12-2008.pdf

van Liemt, G. 1999. The World Cut Flower Industry: Trends and Prospects. ILO. Accessed on 6.7.2011.
<http://www.ilo.org/public/english/dialogue/sector/papers/ctflower/139e1.htm#1.1>

Väinölä S. 2004. Kukkaloidon kääntöpuoli: Taustaselvitys leikkokukkien ja -viihneiden tuotannosta ja kaupasta. Suomen Ammattiliittojen Solidaarisuuskeskus. Accessed on 14.3.2012. www.sask.fi/@Bin/112856/LeikkokukkaselvitysSASK.pdf

Yritys-Suomi. n.d. Ilmoitus toiminnan aloittamisesta terveysuojeluviranomaiselle. Accessed on 29.6.2011. <http://beta.yrityssuomi.fi/web/guest/ilmoitukset-ja-muutokset>

What is Mixed Methods Research. 2006. Understanding Mixed Methods Research. Accessed on 15.4.2012.
https://docs.google.com/viewer?a=v&q=cache:r0RtxrzGxeAJ:www.sagepub.com/upm-data/10981_Chapter_1.pdf+mixed+methods+research+approach&hl=fi&gl=fi&pid=bl&srcid=ADGEEShm0ZyIrojJSpl0TRxFmNTv5HFRo2RNZ3GvzDfG63HS87EMT83SLz8bnHfa4TsQABjKyIdC2n0YOS1wOovNwZ6lkeiKO6W7757YUKNmIeOSVS3Xm61Iaj236JvCvVeIEqLxh-OR&sig=AHIEtbRwz0M67WZ7LsUFHlepTX5LTJ059A

APPENDICES

Appendix 1 (1). Opinnäytetyöhaastattelu Mundus Aer Oy

Questions:

1. Kuinka monta työntekijää Mundus Aer Oy:ssä on? Mitkä ovat heidän pääasialliset vastuualueensa?
2. Mikä on Mundus Aer Oy:n missio (ts. tavoite) ja asiakaslupaus?
3. Mitkä ovat Mundus Aer Oy:n vahvuudet, heikkoudet, mahdollisuudet ja haasteet?
4. Keitä ovat kilpailijanne Suomessa?
5. Mitkä ovat vahvuutenne ja heikkoutenne kilpailijoihin nähden?
6. Onko ympäristö aiheuttaneet haasteita laitteen markkinoinnissa, myynnissä tai asentamisessa/käyttöönnotossa? Jos kyllä, millä tavoin?
7. Onko Mundus Aer Oy:llä kiinnostusta toimia Suomen laajuisesti? Miksi?
8. Markkinoidaanko MundusAeria koko Suomen laajuisesti? Miten markkinointi tapahtuu?
9. Miten ja missä Mundus Aer Oy:tä on markkinoitu tai markkinoidaan?
10. Millaisia mielikuvia haluatte tuoda Mundus Aer Oy:tä ja AiroCidestä esille markkinoinnissa? Miksi juuri näitä?
11. Saatteko valmista markkinointimateriaalia toimittajalta? Jos: millaista ja onko annettuja raameja noudatettava, vai saako MundusAer tehdä itsenäisesti markkinointipäätöksensä? Jos ei, miksi?
12. Oletteko osallistuneet messuille? Jos, missä? Jos ei, aiotteko ja mille messuille?
13. Kuka asentaa laitteet? Jos ulkopuolinen taho, kuinka yhteistyönne on toiminut?
14. Mikä on kaukaisin paikkakunta Jyväskylästä katsottuna, jonne laitteenne on asennettu? Kuinka ratkaisitte välimatkan tuomat haasteet asennuksen suhteen?
15. Kuvailkaa yhteistyötänne laitteen valmistajan kanssa.
16. Pystytekö neuvottelemaan laitteen toimittajan kanssa toimitusajoista?
17. Minkä kokoisista parturi-kampaamoista ja kukkakaupoista olette ensisijaisesti kiinnostuneet? Miksi?
18. Onko laitteen asennus/toimituskustannuksissa ero riippuen asiakkaan tilan koosta? Perustele miksi, jos vastauksesi on kyllä.
19. Millä perustein olette valinneet hinnan laitteelle?
20. Kuinka laitteen hinta eroaa kilpailijoiden tuotteiden hintoihin verrattuna?
21. Teettekö räätälöityjä hintaratkaisuja asiakkaiden tarpeiden mukaan? Jos, miksi; jos ei, miksi ette?
22. Millaista hinnoittelua aiotte käyttää uusille kohderyhmille, kukkakaupoille ja parturi-kampaamoille? Eroaako hinnoittelupolitiikka muista kohderyhmistä? Jos, miten?
23. Onko kaikilla potentiaalisilla asiakkailla mahdollisuus testikäyttää laitetta ennen ostopäätöksen tekoa? Jos ei, millä perustein valikoitte asiakkaat, jotka saavat ja eivät saa testata?
24. Kuinka otatte kontaktia potentiaalsiin asiakkaisiin?
25. Kuinka olette yhteydessä nykyisiin asiakkaisiin? Toisin sanoen, kuinka hoidatte asiakassuhteitanne?
26. Oletteko myyneet jo laitettanne parturi-kampaamoihin tai kukkakauppoihin? Jos

kyllä, mistä syystä asiakkaat turvautuivat laitteeseen ja kumpi lähestyi kumpaa myynnin aikaansaamiseksi?

27. Mikä on vaikuttanut tähän mennessä asiakkaiden ostopäätökseen myönteisesti? Entä negatiivisesti?
28. Onko Mundus Aer Oy:llä vuosisuunnitelma tai pitkän tähtäimen suunnitelma? Jos, kuinka suunnitelma on vastannut todellisuutta tähän mennessä? Miksi olette onnistuneet/miksi ette? Jos suunnitelmia ei ole, miksi ei?

Appendix 1 (2). Thesis interview for Mundus Aer Oy

Questions:

1. How many employees Mundus Aer Oy hires? What are their main responsibilities and tasks?
2. What is Mundus Aer Oy's business idea and mission?
3. What are Mundus Aer Oy's strengths, weaknesses, opportunities and threats?
4. Who are Mundus Aer Oy's competitors in Finland?
5. What are Mundus Aer Oy's strengths and weaknesses when compared to the competitors?
6. Has the environment created challenges when marketing, selling or installing/using the product? If yes, please state how?
7. Is Mundus Aer Oy interested to operate in the whole Finland? If yes, please state why?
8. Is Mundus Aer Oy marketed in the whole Finland? How does the marketing happen?
9. How and where has Mundus Aer Oy been marketed or is currently marketed?
10. What kind of images Mundus Aer Oy wants to create of itself and AiroCide? Why especially this?
11. Does Mundus Aer Oy receive any readymade marketing material? If yes, what kind of, and are there specific rules that need to be obeyed or is Mundus Aer Oy able to make independent marketing decisions? If no, why not?
12. Have you participated in trade fairs? If yes, where? If no, is there intention and to which trade fairs?
13. Who installs the devices? If the installation is outsourced, how has the cooperation been so far?
14. What is the farthest city from Jyväskylä where you have installed the device? How did you solve the challenges with the distance?
15. Please describe the cooperation with the manufacturer.
16. Are you able to negotiate with the manufacturer?
17. What size hair salons and flower shops you are interested primarily? Please explain.
18. Is there price difference in the installation costs depending on the size of the shop?
19. What is the foundation for the price of the device?
20. How does the price differ from the competitors' prices?
21. Does Mundus Aer Oy tailor the prices based on the customer's needs? Please explain.
22. What pricing strategy will be used for the two new target markets, hair salons and flower shops? Will it differ from the other target markets?

23. Do all the potential customer have possibility for a trial run before purchase? Please explain.
24. How have contacted the potential customers so far?
25. How do keep contact with your current customers? In other words, how is the customer relationships taken care of?
26. Have you already sold devices to hair salons or flower shops? If yes, which party contacted who and what were the customer needs?
27. What has so far affected positively to the purchase decision? And negatively?
28. Does Mundus Aer Oy have short- and long-term plans? If yes, how equivalent has the plan been compared to the reality? Where has Mundus Aer Oy succeeded in and where not? If there are no plans made, please explain.

Appendix 2 (1). Opinnäytetyöhaastattelu / Kukkakaupat

Questions:

1. Kuinka ilmanvaihto/ilman kiertäminen on otettu huomioon myymälässänne?
2. Kuinka ilmanvaihto/ilman kiertäminen on otettu huomioon leikkokukkien myyntialueella?
3. Ovatko työntekijät valittaneet:
 - huonosta tai tunkkaisesta ilmanlaadusta?
 - huonon tai tunkkaisen ilmanlaaduna aiheuttamasta väsymyksestä?
 - hengitystieoireilystä tai sairauksista työpaikalla?
4. Ovatko asiakkaat huomauttaneet/valittaneet
 - tunkkaisesta ilmanlaadusta?
 - hengitystieoireilusta oleskeltuaan myymälässänne?
5. Kasvit ja kukat tuottavat etyleeniä elinkaarensa aikana, joka lisää ja nopeuttaa niiden pilaantumista. Kuinka olette ottaneet tämän huomioon myymälässänne ehkäistäkseen ennen aikaista pilaantumista?
6. Millä keinoin huolehditte myyntituotteidenne, erityisesti leikkokukkien, mahdollisimman pitkää elinkaaresta?
7. Oletteko kiinnostunut pidentämään myyntituotteidenne, erityisesti nopeasti pilaantuvien tuotteiden, elinkaarta? Kyllä/Ei, miksi:
8. Onko yrityksellänne kokemusta ilmansuodattimista/-puhdistajista? Jos kyllä, mikä oli syy, että yrityksessänne turvauduttiin sellaiseen?
9. Mikä on mielipiteenne ilmansuodattimista/-puhdistimista?
10. Onko myymälässänne nyt käytössä ilmansuodatin/-puhdistin?
 - Ei:
 - Kyllä: millainen, minkä merkinen ja mikä oli hankinnan alkuperäinen tarkoitus?
11. Mitä seuraavista ominaisuuksista pidätte tärkeänä jo käytössä tai harkinnan alla olevissa laitehankinnoissa (voit valita yhden tai useamman):
 - käyttöönoton helppous
 - matala hinta
 - monipuoliset asennusmahdollisuudet
 - selkeä toimintoseuranta
 - matala energian kulutus
 - vähäinen huoltotarve
 - ympäristöystävällisyys
 - energiatehokas
 - muu, mikä?
12. Mistä saatte tietoa liiketoiminta-alanne uutisista:
 - alan lehdet, kuten
 - alan internet-sivustot, kuten
 - alan messut, kuten
 - suoramarkkinointi
 - suoramyynä
 - muu, mikä?

13. Kuinka haluaisitte kuulla mahdollisuudesta pidentää myyntituotteidenne elinkaarta?

- alan internet-sivu, kuten:
- suoramarkkinointisuoramyynti
- alan lehdet, kuten:
- alan messut, kuten:
- muualta, mistä:

Olkaa hyvä, ja lukekaa alla oleva teksti sekä vastatkaa tekstiin liittyviin kysymyksiin.

AiroCide

AiroCide on NASAn kehittämä ilmanpuhdistusteknologia, joka oli alunperin käytössä eri avaruusohjelmissa. Ilmanpuhdistusteknologia on kehitetty yhteistyössä Wisconsinin Center for Space Automation and Robotics; University of Wisconsinin kanssa. Laite puhdistaa sisäilmasta biologisia ja kemiallisia epäpuhtauksia:

- Mikro-organismeja, viruksia, bakteereja
- Home- ja sieni-itiöitä
- Antibiooteille vastustuskykyisiä organismeja
- Haihtuvia orgaanisia yhdisteitä (VOCs)

Laite eliminoi 99.9987% laitteen läpi yhden kerran kulkeutuneista kaikista orgaanisista yhdisteistä. Laitteella on Yhdysvaltojen FDA Medical Device -hyväksyntä sekä ETL ja CE -hyväksynnät.

1. Luettuanne edellisen tekstin
 - mikä kiinnitti huomionne positiivisesti, ja miksi?
 - mikä kiinnitti huomionne negatiivisesti, ja miksi?
2. Kiinnostuitteko tekstin perusteella laitteesta
 - kyllä, miksi?
 - ei, miksi?
3. Koetteko, että laitteesta voisi olla hyötyä liiketoiminnassanne
 - kyllä, miksi?
 - ei, miksi?

Appendix 2 (2). Thesis interview / Flower shops

Questions:

1. How the air ventilation/air circulation has been taken into account in your shop?
2. How the air ventilation/air circulation has been taken into account in the area where cut flowers are sold?
3. Have the employees complained of
 - poor or stuffy air?
 - feeling tired because of poor or stuffy air?
 - respiratory symptoms or respiratory sicknesses in the work place?
4. Have the customers pointed out or complained of:
 - stuffy air?
 - respiratory symptoms when staying in the retail area?
5. The flowers and plants produce ethylene during their life cycle, which increases and fastens the ripening. How have you taken into account this in your shop to prevent premature ripening?
6. How is the longest possible shelf-life of your retail products, especially cut flowers, taken care of?
7. Are you interested to extend the shelf-life of your products, especially of the products that ripen fast? Please explain if yes, or why not.
8. Does the company have previous user-experience from air filters or air cleaners? Please explain if yes, or why not.
9. What is your opinion of air filters or air cleaners?
10. Is there an air filter or air cleaner currently in use in the shop? If yes, please state the manufacturer and original reason for acquiring one.
11. What are the most important features when acquiring a device (please choose at least one):
 - käyttöönoton helppous / the easiness of starting the usage
 - matala hinta / low price
 - monipuoliset asennusmahdollisuudet / versatile installation possibilities
 - selkeä toimintoseuranta / clear to follow the functionality
 - matala energian kulutus / low in energy consumption
 - vähäinen huoltotarve / low need in maintenance
 - ympäristöystävällisyys / environmentally friendly
 - energiatehokas / energy efficient
 - muu, mikä? / other, what?
12. Where do you get information and news from the industry you operate in?
 - alan lehdet, kuten / industrial publications, such as:
 - alan internet-sivustot, kuten / industrial web sites, such as:
 - alan messut, kuten / trade fairs, such as:
 - suoramarkkinointi / direct marketing
 - suoramyynti / direct selling
 - muu, mikä / other, what?
13. How would you like to hear of the opportunity to extend the shelf-life of the products?
 - alan internet-sivu, kuten / industrial web sites, such as:
 - suoramarkkinointi / direct marketing

- suoramyynti / direct selling
- alan lehdet, kuten / industrial publications, such as:
- alan messut, kuten / trade fairs, such as:
- muualta, mistä / other, where?

Please read the following text and answer to the questions below.

AiroCide

AiroCide is an indoor air cleaner technology developed by NASA and the technology was originally used in many space programs. The indoor air cleaner technology has been developed in cooperation with Wisconsin Center for Space Automation and Robotics; University of Wisconsin. The device cleans biological and chemical indoor air impurities:

- Micro-organisms, Viruses, bacteria
- Mold spores and mycotoxins
- Organisms resistant to antibiotics
- Volatile organic compounds (VOCs)

The technology treated air exits as 99.9987% pathogen free fresh air on the first pass. The USA FDA Medical Device approved, and EMC and CE certificates.

1. After reading the text above:
 - what caught your attention positively, please explain why?
 - what caught your attention negatively, please explain why?
2. Are you interested of the device based on the text?
 - yes, why?
 - no, why not?
3. Do you think the device would be useful in your business?
 - yes, why?
 - no, why not?

Appendix 3 (1). Opinnäytetyöhaastattelu / Parturi-kampaamot

Questions:

1. Kuinka monta työntekijää kampaamossanne työskentelee yhteensä
2. Kuinka ilmanvaihto/ilman kiertäminen on otettu huomioon kampaamossanne /
3. Ovatko työntekijät maininneet
 - huonosta tai tunkkaisesta ilmanlaadusta
 - huonon tai tunkkaisen ilmanlaaduna aiheuttamasta väsymyksestä
 - hengitystieoireilystä tai sairauksista työpaikalla?
 - Käyttämienne tuotteiden hajuiista, tai niiden aiheuttamista ongelmista?
 Jos kyllä, millaisia ongelmia:
 - Muista ammatin haittapuolista? Mistä?
4. Ovatko asiakkaat huomauttaneet:
 - hengitystieoireilusta oleskeltuaan kampaamossanne?
 - muusta epämiellyttävästä tekijästä kampaamokokemukseen liittyen?
5. Kuinka kiinnitätte huomiota sisäilman laatuun ja sitä parantaviin tekijöihin?
6. Mitä tulee mieleenne kun ajattelette ilmapuhdistajia/-suodattimia?
7. Onko teillä kokemusta ilmansuodattimista/-puhdistajista?
 - Jos kyllä, mikä oli syy, että yrityksessänne turvauduttiin sellaiseen?
8. Onko kampaamossanne käytössä tällä hetkellä menetelmiä tai laitteita allergioiden/hajuhaittojen minimoimiseksi? Jos on, mitä ne ovat? Jos ei, miksi ei?
9. Mitä seuraavista ominaisuuksista pidätte tärkeänä jo käytössä tai harkinnan alla olevissa laitehankinnoissa (voit valita yhden tai useamman):
 - käyttöönoton helppous
 - matala hinta
 - monipuoliset asennusmahdollisuudet
 - selkeä toimintoseuranta
 - matala energian kulutus
 - vähäinen huoltotarve
 - ympäristöystävällisyys
 - energiatehokas
 - muu, mikä?
10. Mistä saatte tietoa liiketoiminta-alanne uutisista:
 - alan lehdet, kuten:
 - alan internet-sivustot, kuten:
 - alan messut, kuten:
 - suoramarkkinointi
 - suoramyynti
 - muu, mikä?

11. Kuinka haluaisitte kuulla mahdollisuudesta pidentää myyntituotteidenne elinkaarta?

- alan internet-sivu, kuten:
- suoramarkkinointi
- suoramyynti
- alan lehdet, kuten:
- alan messut, kuten:
- muualta, mistä?

Olkaa hyvä, ja lukekaa alla oleva teksti sekä vastatkaa tekstiin liittyviin kysymyksiin.

AiroCide

AiroCide on NASAn kehittämä ilmanpuhdistusteknologia, joka oli alunperin käytössä eri avaruusohjelmissa. Ilmanpuhdistusteknologia on kehitetty yhteistyössä Wisconsin Center for Space Automation and Robotics; University of Wisconsinin kanssa. Laite puhdistaa sisäilmasta biologisia ja kemiallisia epäpuhtauksia:

- Mikro-organismeja, viruksia, bakteereja
- Home- ja sieni-itiöitä
- Antibiooteille vastustuskykyisiä organismeja
- Haihtuvia orgaanisia yhdisteitä (VOCs)

Laite eliminoi 99.9987% laitteen läpi yhden kerran kulkeutuneista kaikista orgaanisista yhdisteistä. Laitteella on Yhdysvaltojen FDA Medical Device -hyväksyntä sekä EU:n ETL ja CE -hyväksynät.

1. Luettuanne edellisen tekstin:
 - mikä kiinnitti huomionne positiivisesti, ja miksi?
 - mikä kiinnitti huomionne negatiivisesti, ja miksi?
2. Kiinnostuitteko tekstin perusteella laitteesta
 - kyllä, miksi / yes, why?
 - ei, miksi / no, why not?
3. Koetteko, että laitteesta voisi olla hyötyä liiketoiminnassanne
 - kyllä, miksi?
 - ei, miksi?

Appendix 3 (2). Thesis interview / Hair salons

Questions:

1. How many employees work in your hair salon?
2. How the air ventilation/air circulation has been taken into account in your hair salon?
3. Have the employees mentioned:
 - poor or stuffy air?
 - feeling tired because of poor or stuffy air?
 - respiratory symptoms or respiratory sicknesses in the work place?
 - the odours of the products used, or problems related to them? If yes, what kind of problems:
 - Other disadvantages of the profession? Please explain.
4. Have the customers pointed out or complained of: stuffy air?
 - respiratory symptoms when staying in the hair salon?
 - other unpleasant factor related to the hair salon experience?
5. How do you pay attention to the indoor air quality and factors that improve it?
6. What comes across your mind when you think of air filter/cleaner devices?
7. Does the company have previous user-experience from air filters or air cleaners? Please explain if yes, or why not.
8. Are there procedures or devices in usage to minimize allergies/odours? If yes, what? If not, why not?
9. What are the most important features when acquiring a device (please choose at least one):
 - the easiness of starting the usage
 - low price
 - versatile installation possibilities
 - clear to follow the functionality
 - low in energy consumption
 - low need in maintenance
 - environmentally friendly
 - energy efficient
 - other, what?
10. Where do you get information and news from the industry you operate in?
 - industrial publications, such as:
 - industrial web sites, such as:
 - trade fairs, such as:
 - direct marketing
 - direct selling
 - other, what?

11. How would you like to hear of the opportunity to extend the shelf-life of the products?

- industrial web sites, such as:
- direct marketing
- direct selling
- industrial publications, such as:
- trade fairs, such as:
- other, where?

Please read the following text and answer to the questions below.

AiroCide

AiroCide is an indoor air cleaner technology developed by NASA and the technology was originally used in many space programs. The indoor air cleaner technology has been developed in cooperation with Wisconsin Center for Space Automation and Robotics; University of Wisconsin. The device cleans biological and chemical indoor air impurities:

- Micro-organisms, Viruses, bacteria
- Mold spores and mycotoxins
- Organisms resistant to antibiotics
- Volatile organic compounds (VOCs)

The technology treated air exits as 99.9987% pathogen free fresh air on the first pass. The USA FDA Medical Device approved, and EMC and CE certificates.

1. After reading the text above:
 - what caught your attention positively, please explain why?
 - what caught your attention negatively, please explain why?
2. Are you interested of the device based on the text
 - yes, why?
 - no, why not?
3. Do you think the device would be useful in your business?
 - yes, why?
 - no, why not?