Ville Ristilä

Trends of consumer behavior now and in the future in the grocery business

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Thesis Abstract

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Author/s: Ville Ristilä

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Supervisor/s: Sanna Joensuu / Prof. Dr. Günter Hirth

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The purpose of thesis is to give information to grocery business companies on how future trends will change the demand and markets in the business. The study was implemented using the Delphi-method. The study material was analysed using qualitative research methods and experience from the field of grocery business.

A total of eight people joined the expert panel. The saturation point was reached with the answers because new answer material started to repeat itself. The members of the expert panel answered to ten open questions at the first question round. After all the answers were analysed, the summary was made for the second round, which respondents had a chance to comment. Respondents commented if they agreed or disagreed with the summary, wanted to add something and what they thought about the issue.

Based on the results of the thesis, the future of the grocery markets will be very varying. New coming trends include, for example the full grain trend, the organic trend, the natural fibre trend and the domestic trend. It can also be mentioned that the future trend is a kind of retro thing, so some of old, traditional trends will come up again in the future.

Keywords: bakery, grocery, trends, future, Finland

SEINÄJOEN AMMATTIKORKEAKOULU

Opinnäytetyön tiivistelmä

Koulutusyksikkö: Liiketalouden, yrittäjyyden ja ravitsemisalan yksikkö

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Opinnäytetyön tavoitteena oli, että elintarvikealan yritykset saisivat vinkkejä kuinka tulevaisuuden trendit muuttavat kysyntää ja markkinoita. Tutkimus toteutettiin käyttäen Delfoi-menetelmää tutkimusmetodina. Tutkimusmateriaali analysoitiin käyttäen hyväksi laadullisen tutkimuksen perusteita ja tietämystä elintarvikealalta.

Yhteensä kahdeksan henkilöä osallistui asiantuntijapaneeliin. Saturaatiopiste saavutettiin vastauksissa, jonka jälkeen uusi materiaali alkoi toistaa itseään. Asiantuntijapaneelin jäsenet vastasivat kymmeneen avoimeen kysymykseen ensimmäisellä kysymyskierroksella. Vastausten analysoinnin jälkeen tehtiin yhteenveto tuloksista toiselle kierrokselle, jota asiantuntijat saivat kommentoida. Ovatko he samaa mieltä vai eri mieltä yhteenvedon kanssa, haluavatko he lisätä jotain ja mitä ajatuksia yhteenveto herättää; olivat vastaajien kommentoinnin kohdat.

Opinnäytetyön tuloksiin perustuen elintarvikealan markkinoiden tulevaisuus on hyvin vaihtelevaa. Tulevaisuuden trendejä ovat esimerkiksi täysjyvätrendi, luomutrendi, trendi luontaisista kuiduista ja kotimaisuus trendinä. Voidaan mös mainita, että tulevaisuuden suuntaus on retro-tyyppistä eli osa perinteisistä ja vanhoista trendeistä tulee myös nousemaan tulevaisuuden trendien joukkoon.

Avainsanat: leipomo, elintarvike, trendit, tulevaisuus, Suomi

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Abbreviations

CEO	Chief Executive Officer
DCP	Disney Consumer Products
DMU	Decision-Making Unit
EEPEE	Southern Ostrobothnian Cooperative chain of stores
HDTV	High Definition Television
UNICEF	United Nations International Children´s Emergency Fund
UK	United Kingdom
USA	United States of America

1 INTRODUCTION

This research discovers future trends in grocery business area. Topic is very interesting and questionnaire will be prepared by obeying the methods of qualitative research and based on future marketing theories. This research is very important for today´s grocery business companies. It also can be notified about the amount of respondents who are interested about this research. Companies know that in future there will be lots of changing in demand and offering and no one know what is coming next. Every piece of information which would lead companies to right trails would be vital. It usually helps when someone from outside the company is operating a research and uses specialized knowledge to bring up different kind of visions and things about future. Company would get new ideas and wider vision from the future needs. Information is basically same as companies already have but information will be handled different way and things are seen differently for bringing new perspectives.

Research problems for the study are finding the grocery business area trends for marketing; discover what kind of products customers buy in future and how companies would prepare themselves concerning the future changes. Overall eight respondents answered to the research; three practical experts and five research experts. They have many good ideas and opinions which have to use as good as possible. Delphi-method will be used as a research tool in this thesis. It is a usual choice for future research. It includes two rounds of questions; first round is question round when respondents answer the questions from the questionnaire sheet, which is based on future theories. At the second round the answers will be gathered from the first round and summary will be created based on the answers. Then the respondents can comment on the general results if they are agree with the results or disagree, if they have something to add or not. With these two rounds trying to get as reliable and valid study as possible. Eight experts will join to research by answering to the questionnaire. When answers are starting to repeat themselves, the saturation point will be reached. More about the Delphi-method will be told in the chapter four in research methods and the realization of the study.

Theoretical framework

Theoretical framework defines what kind of material is worth of collecting and what kind of methods to use when analyzing that material (Alasuutari 2011, 83-84). On opposite way the nature of material set limits to what kind of theoretical framework could be in research and what kind of methods should be used. The harmony between theoretical framework and selected method is important, wide-ranging decision. This decision is especially problematic in qualitative research. The nature of qualitative research is that there are different point of views and visions for studying the event. There also exists problems with different point of views and it would be difficult to decide the theoretical framework at the beginning of the study and operate the whole research with the one theoretical framework, study the problems with one explicit defined point of view.

So the nature of qualitative research is to gather material which makes possible all kinds of inspections (Alasuutari 2011, 84). Inspection tools are: Point of view, lens and focal length. It must be possible to change these tools without restrictions. It must been used all possible method lenses for observation, that´s how the best results can be gathered from the study.

The best way to gather material is when material would exist despite of research making and research maker (Alasuutari 2011, 83-84). This is called as natural occurred data and when someone is gathering this kind of data, the whole process is called unobtrusive measures. It means objective observation and usually that kind of data gathering methods, when target to be examined is not disturbed during the research. On the other hand it is normal for qualitative research that there exists a method of participative observation. In that method, examined target´s community life is involved. Then people are interviewed with the way that the target is no disturbed. Characteristic for qualitative research is expressional wealth, multi-level attribute and complexity. Qualitative material is multidimensional as life itself but that not necessarily mean that material would be gathered from authentic situations or documents in other words things which would exist without research making.

1.1 General overview in grocery business

Finnish economy went through the rough times when it was an economy recession in 2009 (Saarnivaara & Pirttijärvi & Saikkonen 2010, 13-15). At the end of the year 2007, economy and grocery business started to rise bit faster than usually. It was a golden age for bigger bakery corporations and for other big convenience food producers. That was the time when traditional mass breads were very popular. Bakery corporations opened large factories and built mass production lines for the purpose of producing in big lots.

It continued through the year 2008 until the development stopped (Saarnivaara et al. 2010, 13-15). At the same time in year 2009 it was a recession in Finnish economy and huge national strike on bakery industries. Companies closed the biggest factories and concentrated the product lines for smaller diverse of demand. At that time bakeries delegated the production to the neighbor countries for example Estonia. Other countries helped Finnish bakery industry to last through the national strike. Also small- and medium sized companies could manage to produce bread enough for customers´ demand. Recession in economy also affected on import and export in groceries by negative way. Before the strike and recession in year 2008 turnover grew 8, 8 % at grocery industry. Since the year 2009 even up to end of the year 2010 turnover in the grocery industry sunk even about 4 %. Still it can be seen effects from the recession time, but according to the statistics the demand and selling numbers are rising again to almost the same level that it was at the best time before the strike and economy recession.

There was a recession in economy around the world in 2009 (Saarnivaara et al. 2010, 4). It was the largest recession after the Second World War. At first economy took a deep jump at down. Although there were signals that economy would recover slowly. From 2009 even up to 2012, the finance situation at the world is not completely recovered. Depressive situation in European Union area is showing bad signals about the economy situation in the near future. Finnish people would possible invest more money on products, because they do not want to give their savings away to other countries for example loaning money for Greece. It drives consumers to think themselves and buy luxury.

Review on consuming

From the time 2008-2009 economic recession´s effects on consuming has been brought up on public conversations (Lammi & Niva & Varjonen 2009, 11). One point of view is that weakening of employment situation is decreasing the consuming possibilities and decreasing the consuming on individual person, will increase the absorption of recession; it will create a negative spiral.

Markets are offering many options for consuming, but consuming decisions are made in households. The most important factors on consuming decisions are prioritization of satisfying needs and careful investment of available resources to numerous consuming options, according to Lammi et al. (2009, 12). That is the reason why it should be created a glance to context of decision making and economy controlling: how households´ consuming possibilities have developed during time. Essential in purchase choosing situation is which options are possible for households in certain environments and in certain time, and how well the distribution of work is divided between different sectors by the households' point of view.

This overview has been created from latest statistics and research concerning the consuming and time management (Lammi et al. 2009, 12). Exploitable statistics have been gathered from consuming research, time management research and national economy accounting from Tilastokeskus database. In this overview is also touched on researches about consuming experiences of consumers, although it is not the main point of the overview.

1.2 Content of the research

At the beginning of the thesis are abstract, table of contents, list of tables and figures, used abbreviations and introduction. Introduction introduces reader to know the basic information about research problem, reason why research will be made and little bit of history and today of grocery business area. In chapters two and three will be explored the theoretical framework of the thesis.

Chapter two concentrates on marketing and changing of values. Chapter three explores the consumer behavior. In chapter four will be presented the research method which is used in this research and thesis. It includes the questionnaire sheet´s questions and there will be told about trends, which are included in this research. In chapter five results of the study will be presented from the first and second question rounds. Also future trends and tendencies will be brought up at chapter five.

Chapter number six is conclusion where are summary of the study and reliability and validity of the results as subsections. Chapter six includes the most important results of the study as a model of summary. It will be told also what kind of attributes thesis requires if it wanted to be reliable and validity. At the end there will be bibliography and appendices. Bibliography includes all sources of information which will be used in the thesis. Appendices include questionnaire sheets, summary sheets and every evidences of the research which are wanted to bring up.

2 FUTURE MARKETING THEORY, VALUES AND TRENDS

Marketing has been developed and changed very much when compare to old times (Kotler & Kartajaya & Setiawan 2010, 17-19). Before at the time of the primary production marketing was very product oriented. It was no need to develop so much because main reason was to get food for everybody and that customers could find the products. Later on when the industry has been developed more processing type than production type, marketing also needed to develop. It was a need to tailor products and services like the way customer wants. This was a first step for customer oriented marketing. Nowadays industry is going more to way of service industry and marketing has also developed to cover customers more accurate. Today the marketing values are concerned the world and people caring and making it better place to live.

Technological development has created huge changes along consumers, markets and marketing during last century (Kotler et al. 2010, 19-21). Marketing 1 developed rapidly because of industrial revolution. Development of information technology and internet was rooting the marketing 2 rapidly. New age technology has rooted the rise of marketing 3. Information technology has spread rapidly starting in year 2000 and developed to new age technology, which makes possible that the interaction and networking between individuals and groups. New age technology includes computers, mobile telephones and open source code. New technology has created possibility for individuals to new kind of self-impression and interaction.

Scott Mc Nealy, the chairman of the government in Sun Microsystems, has named the rise of the new technology for new period of association (Kotler et al. 2010, 19-21). New period develops peoples´ creative way of produce news and entertainment, share thoughts and consume. The new technology has changed consumers for information consumers.

Social media has a remarkable role in this development, according to Kotler et al. (2010, 19-21). Social media has been classified as two main groups: expressive, which includes blogs, Twitter, YouTube and Facebook, photo sharing Flickr-page and other social media pages. Communal media group includes Wikipedia, Rotten Tomatoes and Craiglist- kind of network pages.

Table 1 shows clearly the visions and goals of marketing 1, 2 and 3. It has to know all the powers which have effected on business development to understand the basic thoughts of marketing 3 better, tells Kotler et al. (2010, 19-21). These powers can be called as association, global paradox and creative community time. These three powers have changed the consumers for more co-operative, cultural awaken and spiritual way. If this change of life style is understood, it is easier to find connection between consumer behavior and marketing 3.

Table 1. Marketing 1, 2 and 3 (Kotler et al. 2010, 20)

	Marketing 1.0 **Product oriented**	**Marketing 2.0** **Customer oriented**	**Marketing 3.0** **Value oriented**
Objective	Selling of products	Customer satisfaction	World improvement
Background forces	Industrial revolution	Information technology	Technology of the new age
Company´s vision	Consumers´ physical needs (mass consumers)	Aware, thinking and feeling consumer	Human is a complex
Marketing vision	Product development	Differentiation	Values
Marketing operations direct	Exact product definition	Positioning the company and product	Vision, mission and values
Values	Practical	Practical and emotional	Practical, emotional and mental
Interaction with customers	From one to many-operation	Customized customer relationships	Co-operation with mass of humans

Development of marketing has three stages: Marketing 1, 2 and 3 (Kotler et al. 2010, 17-19). There are no many marketers who are on stage 3, it´s rare. Most of the marketing people are on the stage 1, but few have already moved to the stage 2. Marketing 3 offers the greatest possibilities to the marketers.

Marketing 1 is all about marketing products and services which are made in factories (Kotler et al. 2010, 17-19). Products were quite simple and those were planned to the mass markets. Main idea was production unifying, so production costs and sales prices wanted to keep as low as possible.

Marketing 2 born in the period of information technology (Kotler et al. 2010, 17-19). Main idea in the marketing 2 is that product must be segmented according to the market´s demand and properties of product must be tailored according to target groups. Unfortunately marketing 2 and consumer centered way of thinking are still based on that idea, that consumers are just passive targets of the marketing campaigns.

Nowadays, world is slightly going towards to marketing 3 (Kotler et al. 2010, 17-19). It means that consumers are not just passive consumers, but they are considered as mental and feeling consumers. Today consumers are looking for solutions, which make the world better place to live. Consumers want to support companies, which have social and economic values which are lasting from the environment point of view. Marketing 3 is also aiming at the satisfying the customer´s need. Difference to the other stages is that stage 3 companies have already strong mission, vision and values, and with using those properties they are willing to implement on surrounding world and make solutions for the social problems. Especially now when there is a worldwide economic crisis, thinking way like marketing 3 is much more meaning for consumers. Marketing 3 is way to make the world better place to live.

2.1 Future consuming values

Future seems to be mostly secure and good, according to Merisalo (2010, 105). The reason for that is strong development of Finnish high standards of living during the last decades, which makes possible to set thinking outside from the basic needs to the next level. In the future there exist people who want to develop themselves, care about the environment, freedom, peace and people who want to grow their food from organic materials. For example the recycling is now based only for few people’s effort, but in the future recycling is part of the industrial mass production. On the other hand hyper markets are changed to neighborhood´s smaller stores and familiar faces of well-known shopkeepers. When the size of food lots and companies get smaller, then the world wide multi-cultural “family communities” increase. The world is living great time of scale changing, which every human being has an opportunity to affect.

There are even 300-400-times differences between growth speeds in World´s different markets towards one inhabitant. Differences in incomes can be talked about 30-40-times differences. The greatest changes in near future will be seen on Western countries´ demand of products and structural changing in supply, according to Merisalo (2010, 22-23). It is estimated that in year 2025 is used as much money for consuming as in year 2009, but the volume of products is much smaller.

In year 2009 Finland has dropped out of group of the world´s leading ICT countries to place 42 (Merisalo 2010, 22-23). At the same time product development is weaker than ever, there are troubles in internal markets and production specialists have been transferred to other countries.

Value 1 Responsibility: Responsibility and freedom in own hands, safety goal-oriented responsibility of itself and environment (Merisalo 2010, 37-46). Recyclable material production, responsibility forms of business and responsibility in multi culturally, responsibility of changing the world and me-leading are also attributes when speaking about value 1.

Value 2 Roots: Valuing the family´s and own roots and individuality (Merisalo 2010, 37-46). Traditional ways of producing products will rise as questions of identity, Reformation of national cultures to multicultural, DeSign, originality and realness are increasing and meaning of religions are increasing.

Value 3 Pureness (cleanness): real things, emotions, individuality, physiological balance and multisenses (Merisalo 2010, 37-46). Also moments which lead to pureness and clearness, brim hobbies and phenomenal hunger, pure nutrition, pure materials, getting old and wrinkles are representing the values 3.

Value 4 Community: Strengthening the family connections and new forms of living, members get members- communities (Merisalo 2010, 37-46). Tribe means individually formed communities and networked structures of business life which are also essential parts of value 4.

Table 2. Values 2025. (Merisalo 2011, 37-46)

Pureness	**Roots**	**Community**	**Responsibility**
Nonstress, authentic	Nutrition, family	Alliance, kinship	Self-response
Multi-sensuality	Religions	Housing, working	Environmental response

2.2 Trends

The basic things about trend thinking are unchanged change and unchanged invariance (Mannermaa 2004, 23-24). One important appearance of unchanged change is basic assumption that changes are periodic. In this situation is assumed that studied event´s value is changing regularly. Changes are noticed In the past representative material and it is believed that changes are continuing also in future. Essential is also “ceteris paribus”- assumptions, when it is assumed that external factors of examination – for example economy predictions political factors, values, environmental factors or global questions – influences would keep on as before. This thing can be indicated also other way like when people are thinking trends it is believed that structures are remained as they were before. Structural facture is a phenomenon, which trend thinking is not controlling at all.

Researches made during last 15 years by Cone telling that 85% of American consumers has positive image about companies, which do their part in solving society problems (Merisalo 2010, 135-138). In 2009, when USA had the worst time in recession, 38% of American was active when talking about society influencing. Ipsos Morin´s study about UK shows that 93% of UK consumers want that company increase their products´ and services´ society influence.

Companies should face the problems of society and take part in solving them, according to Merisalo (2010, 135-138). For marketing specialists marketing 3.0 does not mean changing the world in few seconds, but making cooperation with other companies, which creates possibilities to find creative solutions to different problems. On ripe market, companies have two obligations when companies support the changing: Need for strong growth and need for differentiate. Walt Disney Company is good example how consumers´ change of lifestyle can stimulate the growth and give possibility to differentiate. In year 2004 was noted in the UNICEF-report in DCP, that over 30% of American 5-9 aged kids were overweighed and 14% were obesity. Disney Consumer Products- unit wants to effect on children´s eating habits positive way in cooperation with other companies. Today DCP´s share of whole Disney Company is about 6% and it has a remarkable role in company´s battle against the obesity. Disney´s huge change in effecting how consumers eat is one example of strategy, which effects on health conscious consumers. The best strategy tries to effect on future consumers in other words, children. Disney´s chance to effect on children at this early stage creates also possibility to grow in ripe markets.

Local food as growing trend

Local food is growing very fast as a trend (Ollila & Eronen & Kiviluoma & Kivinen & Käyhty 2011, 18-20). There have been many researches made for improving the local food idea. University of Economic Sciences in Helsinki started a project, which purpose was to analyze markets and develop delivery chain of near produced grocery products. They worked cooperation with company named Seulo

Palvelut Oy, which has already a functional logistic system. Cooperation is agreed for making business dealing easier with the latest technology between local producers and transporters.

The delivery system has many requirements (Ollila et al. 2011, 18-20). A first concern about information providing, system has to be able to get the information for producers about demand and for customers about offering. Another requirement is that there must be contract with dealer and buyer, so dealer knows exactly what buyer has ordered, how possible products assortments are formed in both dealer´s and customer´s situation and how they create a trusting bond between customer and dealer. Usually offering in local food production is quite even through the year and small producers are not ready for big changes in producing amounts. Delivering system must be effective to deliver small amounts without extra costs and it must have billing system and feedback and reclamation system. One problem with the local food is products´ durability, transportation conditions and rapidly changing amounts of transportation.

Interesting towards local food has grown significantly during few years (Ollila et al. 2011, 120-127). Grown demand has created many different projects of developing and researching. Reason why local food is being researched is need of delivering fresh and pure raw material to the consumers, willingness to support local sources of grocery business and grocery industry overall. There is also a possibility to make better solutions for the economics of environment such as to shorten the transport distances of products. In every research has been made, is appeared that local food as a term is unclear. The local food which has been produced in the Nordic countries is also defined as local food, when checking the definition of the maximum transport distance. Also one definition for local food is that only food which is produced at the local factory can be called local food. Traceability, freshness, pureness, and the number of intermediaries are important definitions for the local food. Though there is no single best definition for the local food based on the researches.

The best target group for the local food would be customers, whom products are delivered as direct shipment, according to Ollila et al. (2011, 120-127). This target group would not have same kind of tight demands on purchasing practices, large volume and stable demand and long-range delivery time demands as institutional kitchen and retail business. The most important group of customers would be younger people, higher educated people and families with children who have better level of living, according to the local food research. In those families, stay-at-home mother wants to save time and trouble with ordering food products direct to the home.

With this target group, naturally make food and care about the nature raised up from the research (Ollila et al. 2011, 120-127). It is very important that user interface is working well when talking about local food web shop functionality. It needs to be distinct and easy to use especially when new customer tries to use the system for the first time. If the first time fails, there will be no second time.

Surprisingly fact in the research was that most of the customers liked that delivering is working fine, tells Ollila et al. (2011, 120-127). The real problem is to find producers, who are not yet included in the working system. Customers want more activity from producers when they bring up their products and services to zone where wholesale businesses and customers can reach those. Usually it takes lots of trouble to create producer-customer relationship, so every producer and customer want to keep those hide from others because it is great advantage in competition. Caused by these actions, cooperation in transportation, product development, equalizing the product flow and offering the product assortments was reacted with great reservation.

Producing, transporting, refining and storing are directed too much with the regulation, claims Ollila et al. (2011, 120-127). Workers of the local food chain are not complaining about these regulations, but they want to have more help from authorities which make the regulations.

Ten orders of the future marketing

Development of marketing and values can be recognized three stages: Polarization of marketing and values, stage of balance and stage of integration (Kotler et al. 2010, 181-192). This don´t mean that companies must take noble values to use, because it is too expensive and there is too much worry about it. Stage of balance means, that company donates part of the incomes for social matters additionally to normal marketing actions. At the third stage company wants to live according to company´s values, and values are an essential part of the character and purpose of the company´s operations. The separation of marketing and values is not accepted. Ten orders of the marketing will combine marketing and values solidly together. These ten orders are: Love your customers and respect your enemies, be sensitive for changes and be ready to change, protect your brand and recognize your identity, customers are different – approach first that, which get the most benefit from your business actions, offer a good ensemble at reasonable price, be always available and spread good news, reach your clients, hold them and raise them, business operations are always service business operations, adjust the quality of process of business operations and adjust the costs and reliability of delivery and finally collect the relevant information and use it wisely.

2.3 Strategy

Most important thing in company´s strategy is to create mission, which does not die in changing world, according to Kotler et al. (2010, 81-82). To create this mission, company must be able to market product´s or company´s mission to the customers. Customers love interesting stories and when company can get the customers to join the story, it´s vital. What takes to create a good mission? Company must think simple, with the little things and ideas it may find something which is really important to the customers. Without a good mission, it is unnecessary to hope for good financial results. It is usually good to build the story for characters and also can be used metaphors. There are three vital stages, when building a mission: consumers joining the mission, great story of the company or product and unexplored business idea.

2.4 Practical realization

In USA the Wal-Mart has been many years a huge threat for American retail shop business (Kotler et al. 2010, 138-139). Only differentiate chance for grocery shops have been the location, but now that is not working anymore. Wal-Mart has started to establish units also to suburban area. Other stores have also difficulties to challenge the Wal-Mart, because it has lower price level than other stores. For surviving the competition against Wal-Mart, many retail entrepreneurs have founded a new way to differentiate and to influence consumers´ life style. Wegmans Food Market Is a one example of private chain of retail stores, which actions highlights healthy life styles. Also it has been rated as top three as a best place to work, according to Fortune-magazine. Company also encourage own employees to invest in healthy life styles. Company has been also rated as the best sales promoter and developer of experimental buying process. In the chain are included also pharmacy, liquor store, video rental store, laundry store and book store. Chain unit´s numbers of sales are higher than for example Wal-Mart. Wegmans believes that food has a great influence on healthy and with increasing healthy lifestyle it can be affected also to the society, which also effects positively on company´s turnover. Cooperation with other retail store companies such as Whole Foods has Wegmans created a remarkable change in retail business. When the knowledge of healthy lifestyle become more general within people, also other retail business stores begin to differentiate with the help of healthy things. Even Wal-Mart has been “forced” to take healthy things on product assortment and marketing actions.

Export industry in Finland has concentrated even more on product development and special products (Tiuri 2011, 114). It is setting wider requirements for knowledge in Finnish companies and for Universities to create new information and to educate new specialists. It is more challenging when development of technology has been especially fast today at the industry areas of main knowledge in Finland. Development of information society leans on innovations, which are aimed to new, better technic, product, better implement of marketing or selling, leading, organizing and servicing.

3 CONSUMER BEHAVIOR

There exist many theories and opinions about consumer behavior (Kotler & Keller 2006, 184). Every consumer is a unique case and it is very hard to categorize consumers in certain operating models. Today have been found new models of consumer operations and also consumer behavior is changing all the time when marketing and future is changing.

In this chapter is handled precisely basic things about consumer behavior. First is clearing figure about models of consumer behavior. Then all the stages in figure are explained in understandable way and it is given many examples to support the understanding. At the end is also explained how the work of dealers and operations of customers are not coming to an end but it continues afterwards in the best situations of consumer-dealer relationships.

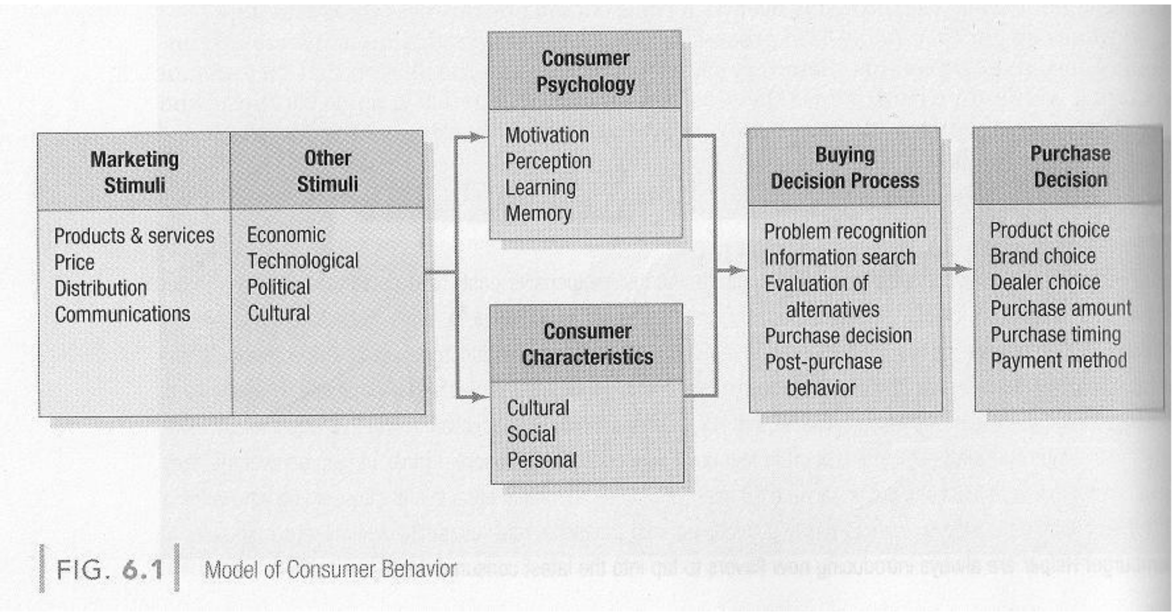


Figure 1. Model of consumer behavior (Kotler & Keller 2006, 184).

This figure about models of consumer behavior shows the whole process which consumer and dealer are going through every time (Kotler & Keller 2006, 184). It always starts from marketing for example consumer sees the commercial video about Samsung television. Marketing stimuli gives information to the consumer for example what kind of product is, how much it costs, information about distribution ways and where it can be bought and communications. Other stimuli are economic, technological, political and cultural. These are the factors which are not used directly on marketing situation but these are effecting on consumer unintentionally. These all stimuli factors are effecting on consumer´s motivation, perception, learning and memory. With these stimuli factors is meant also to discover consumer´s character for example how can be affected on customer culturally, socially and personally. Next stage is buying decision process. It includes problem recognition, information search and evaluation of alternatives, purchase decision and post-purchase behavior. Final stage of the whole process is purchase decision. Consumer has chosen the product he or she wants. The brand is selected precisely, how much it costs, is the price-quality relation good, is the brand usually respected and is it cash flow brand. Chemistry between consumer and dealer is very important when selecting the wanted dealer and second important thing is which dealer has the best price. Then consumer is deciding for example how many television he or she wants to buy. Next thing is to decide when consumer wants to buy television. For example television is very expensive purchase so consumer might wait until to pay day. Finally it is decided the payment method. Consumer can choose to pay with cash, electron card, master card and all other ways to buy. Consumer can also pay in installments. Television price is one thousand euros and usually it costs more if consumer wants to pay in installments. Consumer can pay for example one hundred euros in month within ten months plus the additional fee from paying in installments.

It is good attribute for dealer to be active towards to customer also after the whole purchasing process, especially if the purchase is big one, according to Kotler & Keller (2006, 184). For example car dealers are usually that kind of active dealers. Sometimes they even send Merry Christmas- text messages or they offer cake with coffee to their customers on company´s anniversary day. It is also normal that dealers must handle the missing parts or damages which has come to car for example after one month from the buying. Television dealers can give customer service after the buying for example how customer can improve the picture quality.

3.1 Implementing factors on consumer behavior

It is really interesting to research consumer behavior and understand their behaving, but this is not enough, according to Russell (2010, 48). Vital is to realize the reason why behaving is like that and what are consumers doing. Basic factors to customer behaving are the environment factors. Environment directs the customer the way, which customer does not even need to know that he or she is directed. Culture factors are influencers which are connected to the customer´s culture and it is dependable on those things. Social factors are for example family, relatives and other near friends which are influencing on customer´s behavior. Personal factors are people´s own personal things which are different between other people. Biological and psychological factors are connected to personal factors, which mean that people can be directed psychologically concerning the consumer behavior.

In this subsection is explained precisely all factors which have effect on consumer behavior. There are quite many things which direct consumer towards to direction that consumer surrounding environment wants.

Environmental factors

There are many factors which effects on consumers (Russell 2010, 48-49). Earned status, old status, prices of products, idols, tendencies, commercials, and relatives are all those kind of factors which create the environment where consumers live. Environment directs consumer extensively for example consumer is going to a breakfast in restaurant and orders a milk glass. Later on the consumer is going to a nightclub and orders a milk glass; everybody is watching how differently the consumer is behaving. At this situation environment is communicating with the consumer and sometimes unintentionally tries to change the behavior of consumer. With the brands can consumer message to other consumers different things, for example what kind of person consumer is and what he or she is thinking, what are the values of consumer and how successful the consumer is. All these factors shape the picture of consumer´s vision of life. Sometimes directing consumers is operated intentionally and sometimes unintentionally. Usually the best effect comes when consumer does not realize the directing.

Culture factors

It is two ways to compare different cultures, etic and emit point (De Mooij 2010, 61-62). Things which are normal in cultures are etic and specific things in culture are emic. If someone wants to explain correctly their culture, both approaches must have been used. Ethnocentrism is difficult factor, when cultures are compared. Everyone inside one culture, has their own opinions and ideas of their own culture, so excluding the own values of culture to other cultures is difficult, because own culture is always better one. It is thought that security and known culture is the right one and there is no better one. For example religion differs so much between different cultures. People inside one culture like to think that their people are better than in other culture. It is like a stereotype of something. For example person who has not met any people from Far-East, but he still rather wants to be with his own people. Ethnocentrism tells something about people, and normally it is lack of experience of other cultures.

Peoples behaving and thinking is determined by values (De Mooij 2010, 63-64). When people do not know their own values, their behavior is like robots. When lots of people for example nations are sharing the same values, these values are called cultural values. These are the values which effects on consumers, brands, also in advertising style. When advertising is good towards to foreign culture, it is understood to use symbols and signs which are understood in target land. It is also important to understand that with one visual or verbal message, it is difficult to reach the globally wide consumers, because there are no identical values in any culture.

Social factors

Social factors effect also on customers, for example status, family, social roles (Kotler & Armstrong & Wong & Saunders 2008, 244). These attributes are strongly effecting on buyers so these must be noticed when doing the marketing plan.

Groups which effect straight to customer and where customer belongs, is named *membership groups* (Kotler et al. 2008, 244). Family, work friends, neighbors and other friends are forming the group of primary group. Primary groups are changing information about products and other can get good tips which products are the best for example. Children can compare their toys and they want to get same things like neighbors' children have got. When concerning children pressure of wanting something same as other is very natural but it is not that strong effect between adults. Secondary group are more like trade unions, associations and religious groups. Inside this group, information changing is not so free formed. It is very professional way of talking about different products and services when compared for example with primary group.

In *reference groups*, product comparison is done face to face or other ways indirectly or it could be also attitudes forming behavior (Kotler et al. 2008, 244). This means kind of group which customer is not joined, but the group is still affecting on customer. *Aspirational group* is for example ice hockey player Steven Stamkos fan club, which everybody want to belong and young children and also adults are following the example of this fan club. Product which Steven uses, few million fans also want to use. That was only one example of these groups, and every celebrity can create this kind of group.

The most powerful of these groups is reference group, because it is affecting on customers more than three ways, claims Kotler et al. (2008, 244). Often customers find a new lifestyle or behavior model from these groups. Also this group is effecting on people´s self-concept or attitudes she/he admires. This powerful pressure directs customers to choose their products and services among this brand.

Another group is called *opinion leaders*- person who have knowledge, personality and skills to effect on other persons and they are belonging to reference group (Kotler et al. 2008, 245). Products and services are tried to tailor for the opinion leaders, because they can influence on other person´s purchasing decisions. Usually every big brand starts from capital cities or bigger cities and brand is coming to suburban or countryside later. There is also a term for that kind of action *buzz marketing*, when marketers spread the brand around the world through the opinion leaders. One good example of opinion leader marketing is also when producers spread stories and fairytales about products and services through the social media. On the other hand, social media is very potential but very high risk option for doing this.

Personal factors

Personal characteristics like self-concept, personality, lifestyle, economic situation and occupation (Kotler et al. 2008, 250). Life-cycle stage and purchaser´s age are also effecting for customer´s purchasing decision.

Customers change their shopping habits starting from youth time to seniority time (Kotler et al. 2008, 251). They buy different kind of food, they dress themselves differently and they buy different kind of furniture for example. Also *family life-cycle* effects on purchasing decision. There are three kinds of stages in that cycle: young, middle-aged and older. When people are young they are usually not married and they do not have children, their shopping habits are very different when comparing to other stages. Middle-aged people are normally living together or married and they usually have also children. Buying behavior is more mature when they reach that stage of their life. Older people are either married or unmarried and they might have grandchildren, whom they buy different toys and they are retired. These three life-cycle stages have very different kind of purchasing habits as assumption. Professional marketers are using assumptions for reaching the bigger target groups which their products and services need.

Person´s working place and incomes are affecting on what kind of services and products it is possible to buy (Kotler et al. 2008, 252). Different type of workers for example office workers are dressing themselves in suit or other fine clothes and building constructors are usually dressing in comfortable jeans and collage shirt. Also software for companies is differently designed for example software for engineers, doctors, lawyers, and brand managers are all very different from each other.

Economic situation is different that occupation as personal factor (Kotler et al. 2008, 252). Those who earn more money than others, have also different kind of habits. One wants to buy Rolex for showing off and another buys a practical but more expensive watch than normal person and someone also might have too much money and still he or she do not want to waste it for expensive car or house. Marketers have to identify also these people who are buying only reputation and status with Porsche or Armani.

There are different lifestyles along the people: one is sporty, other is musical and third is political, claims Kotler et al. (2008, 252). It is different than person´s personality or social class. It describes the person´s whole set of actions or implementing at the world. Professional marketers are using *psychographics* to identify these different lifestyles.

Also person´s self-concept and personality effects on his or hers purchasing behavior, tells Kotler et al. (2008, 254). Personality is unique attribute of one person which determines his or hers all actions and buying habits. Personality can be: Aggressiveness, adaptability, defensiveness, autonomy, sociability, dominance or self-confidence for example. There exist five kinds of brand personality: Ruggedness, sophistication, competence, excitement and sincerity.

Biological and psychological factors

Person has different needs at different times (Kotler et al. 2008, 255). It exist two kinds of needs: Psychological and biological needs. Psychological needs are usually need of belonging, esteem or recognition. These are strong needs and will motivate people to do something at the moment. When person has enough of intensity, need changes to motive. Motive means that person has a need to search for satisfaction which fulfills person´s needs.

Biological needs rise, when person feels discomfort, thirst or hunger (Kotler et al. 2008, 11-13). It is tried to explain how people are making buying decisions and how it goes together with the branded mind. People make decisions to motivate themselves for something to do. Usually this thing what people do is making people feel better. For example person wants to buy something to eat, so person do not feel himself hungry, or buy Coca Cola bottle so he feels not thirsty, and so on. So basically marketers are trying to make people happier with good brands. First people have to satisfy their first basic needs, for example breathing, sleeping, eating and drinking and after that everything else. Marketers did know these facts and they are using these facts to create interesting and attractive brands for humans.

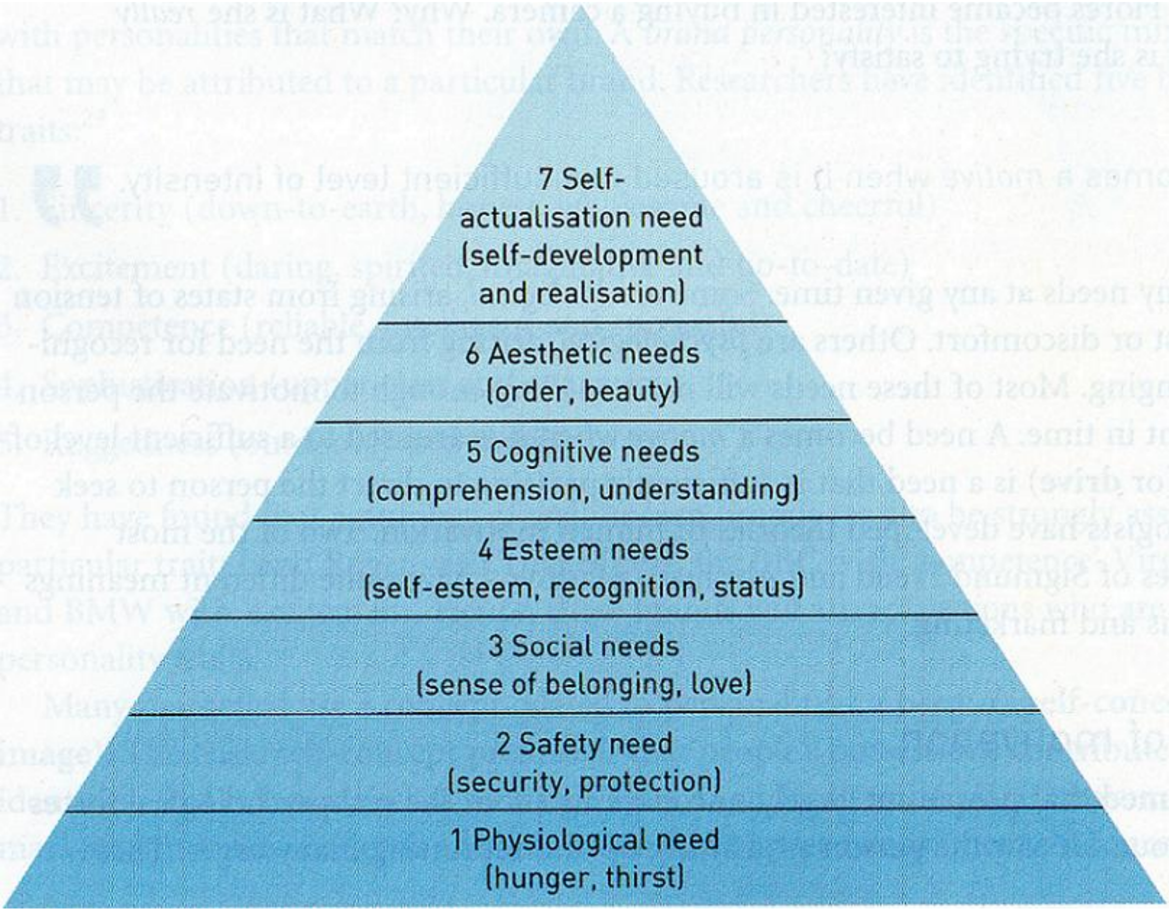


Figure 2. Maslow´s hierarchy of needs (Kotler et al. 2008, 256)

Figure 2 explores the hierarchy of human needs (Kotler et al. 2008, 256). First people need to satisfy the first need, hunger and thirst. Those are satisfied with food and soda for example. Then people can move to second need, safety. It is the feeling of protection and security for example family and friends. Next need is social need and it means that people need feeling that they belong to some group and they are loved by relatives, friends or someone. Esteem need is need for self-esteem, recognition and status. Cognitive needs are comprehension and understanding. Human wants to be understood and understand other people. Aesthetic needs are feeling of power and order and feeling of beauty. The top need is self-actualization need, it means self-development and realization.

3.2 Purchasing behavior and types of purchasing

This chapter includes consumer process of decision, basic types of purchasing, different types of purchasing process and types of different customers (Kotler et al. 2008, 261). Consumer behavior overall is very hard to research correctly. Customers are so different from each other’s and one´s hidden personality might be the key how he or she acts. So marketers have to be very careful with customer behavior, because it includes also high risks of losing the customer.

Consumer process of decision

At the consumer´s decision is affecting psychological, personal, social and cultural factors (Kotler et al. 2008, 261). These are very important factors, when tailoring products and services to respond customer´s demand better and when searching for potential customers. It has to be precise when researching customer behavior, because consumers can be very tricky. For example customers often abandon the offer which could be better or winning. The process of decision is: Decision types which are faced, then customer decision´s main steps, then stages which are learned by customers and new product buying.

Basic types of purchasing behavior

There exist four types of purchasing behavior: Complex buying behavior, dissonance-reducing buying behavior, habitual buying behavior and variety-seeking buying behavior (Kotler et al. 2008, 261). Complex buying behavior happens when customer involves highly on buying and notices remarkable differences among the products and brands. Another situation is when product is highly self-expressive, bought infrequently, risky or expensive. Buying situation of expensive computer is like that: First expectations of product are about to shape up, and then outlook towards the product is developing and finally making an exact buying choice. Dissonance-reducing buying behavior happens almost the same way as complex behavior, but only difference is that there exist only little difference among different brands for example floor material. More expensive material is for showing off and there are practically no differences between different floor material brands. In this situation, customer will make a fast choice, but though customer needs to check what kind of materials are available at the moment.

Habitual buying behavior is normal in situations when buying for example grocery products like sugar (Kotler et al. 2008, 261). Customers have not so much intensity on buying sugar, so it is most important for the customers that costs are low. When customer buys these kinds of products, customer reaches to familiar brand which he have used his whole life. Variety-seeking buying behavior is usual when customer has no intensity or involvement but there are huge differences between brands. In these kinds of situations, customers will do a lot of brand changing. When buying confectionery for example, buyer may have beliefs towards brand, he or she may buy a product without thinking so much and finally customer is measuring the value of brand when consuming it. Customer may choose next time different product/brand, because he or she want something new into his or hers life. Customer´s buying behavior varies very much when talking about different kind of products, for example car buying and toothpaste buying. Buyer´s more exact consideration and participants of buying, effect also on complex situation of buying.

Types of purchasing processes

There are four types of purchasing processes: Routine products, leverage products, strategic products and bottleneck products (Kotler & Keller 2006, 218-219). Routine products are smaller products with low value and customers will buy those products with routine as searching for the lowest price, for example pens, rubbers, staplers and hole punchers. These products always include minimum risk, because they are cheap for seller and cheap for customer. Leverage products are just an opposite for routine products. Those products have high price for seller and also for customer, but they do not include risk also like routine products. For example engine parts are leverage products. Strategic products include high risk and high value. For example personal computers, which are usually purchased with bigger value than average products and quality is well valued. Usually seller of these kinds of products has chain of cooperation companies. Bottleneck products contain high risk, but they are not so expensive for seller or buyer. For example different spare parts for cars are bottleneck products. Products must be good quality and cheap, so there are always a risk that customer uses one good brand of spare parts and other cheaper or more expensive brands are not selling as much as they should sell.

Consumer´s buying roles

Member of different groups might influence in buying so many ways, according to Kotler et al. (2008, 248-249). Women normally make their own choose when buying tights and men want to choose newspaper themselves. Decision-making unit (DMU) is working for different products, when there are more roles which effect on buying. There exist five roles: Initiator, influencer, decider, buyer and user. *Initiator* is first person who suggests something to buy for someone, for example girlfriend or parent. *Influencer* is the person who knows everything about the brand someone is buying and he or she is influencing on buying decision with his or hers advices. For example friend who is engineer and knows everything about computers or is salesperson. *Decider* is the person who must make the decision of buying without being sure where to buy, how to buy, what and whether to buy. For example someone is hurry to leave the store to go home to watch ice hockey and he or she just wants to make positive or negative buying decision without thinking if is it good or bad thing. *Buyer* is that who finally makes the purchase. It is not necessarily the same person who makers buying decision and makes the purchase, because someone other person can also buy the product after the buying decision is made. *User* is who uses or consumes a service or product. When the product is purchased also other person of group members would use the product.

3.3 The buyer decision process for new products

There are certain stages which buyers are going through when satisfying their needs by shopping (Kotler et al. 2008, 272). Three things effect remarkable on this process: buying situation, the product and nature of the buyer. The view is to approach customer´s new product adopting and research it. Interesting is how customers are learning from the products and how they choose to adopt those or not to adopt. Adoption process can be called as mental process, which every customer passes through from first touch with the product to adoption at the end.

Stages of adoption process

Adoption process includes five stages: Awareness, interest, evaluation, trial and adoption (Kotler et al. 2008, 272-273). Awareness is the first touch with the product when customer notices a new product, but he or she knows nothing about it. Then interest is rising and customer is looking for information about potential product. After the information seeking starts the evaluation stage. Customer thinks if it is reasonable to buy and try new product. Next is trial stage when new product is tested and product´s right value for the customer is estimated. Final stage is adoption. Customer likes the product and decides to use new product regularly.

The most important thing for marketers is to help customers to go through these stages, according to Kotler et al. (2008, 272-273). Especially when talking about some expensive investment for example new car, for example Audi. Many customers are at the stage of interest, because new car is very expensive and people are uncertain because it is very difficult to evaluate if the car would be as important purchase as its value for the consumer.

Trial stage would be reached when customer for example borrows friend´s Audi or also rental services can be used (Kotler et al. 2008, 272-273). Then customer can make a test driving and estimate the value of a new Audi for him or her. This is very normal habit when buying a new or used car. Customer can also ask for car shop to borrow the car for a little while, but customer can´t get the big picture if the time scale is too small for testing it properly. After test driving customer knows exactly that this is the car he or she would like to buy and is best option. Afterwards customer would adapt Audi for using the same brand every time when buying a new or used car.

Individual differences in innovativeness

Customers have huge differences in readiness for products testing, claims Kotler et al. (2008, 273). For each product group, are people who adapt new products early and also people who are very slow going through the adapting process. There exist five adopter groups: Innovators, early majority, early adopters, late majority and laggards. Innovators take some risks and try new products open minded. Early adopters as opinion leaders show the way in community and carefully adopt new products. Early majority person is rarely leader, but compared to average customer these persons adopt new product faster. Late majority feels prejudice against new products and these customers adopt a new product only if some other customer has proven that it is worth to buy. Final group of adopters is called laggards and they are very traditional and old-fashioned customers. They are afraid of changes and new things and they are only adopting the product if it has become a tradition already. Marketers have to find opinion leaders from the mass of people and direct the marketing towards these people. One good way for doing this might be the social media, because today´s opinion leaders are relatively young and they must be reached other ways.

Influence of product characteristics on rate of adoption

There are five characteristics which influence on adoption rate: Relative advantage, compatibility, complexity, divisibility and communicability (Kotler et al. 2008, 274). Relative advantage is the stage of superior innovation compared to already existing products, HDTV with superior quality and attributes for example. Compatibility is the stage when innovation meets the experiences and values of potential consumers, upper middle-class homes with HDTV. Complexity, when innovation is hard to use or understand which HDTV is not for example. Divisibility is a level when innovation might be tried limitedly, HDTV is still quite expensive. Communicability is a stage when results of consuming the product can be noticed or told to other customers, HDTV is available for everyone to try for example in stores or at friend´s house or somewhere else, so the word will spread very fast.

4 RESEARCH METHODS AND REALISATION OF THE STUDY

In this chapter four is explained which are the research methods of the study and how study is realized. First there is a declaration about Delphi-method in first subsection. What it includes and how it is used in this research and small part of Delphi-method´s history. The stages of the research are very precisely explored and told how the respondents are chosen to the research and how many were interviewed. The technique of material analysis will be told also at the first subsection. At the second subsection includes the realization of the study.

4.1 Delphi-method as research tool

Delphi-method is developed in USA starting from year 1950 and method was used mostly to forecast development of technology (Metsämuuronen 2000, 32-33). Starting in year 2000 method has been used for example forecasting the educational needs and research of public health care. Respondents who are selected to Delphi-interview are sharing their opinion and knowledge concerning study questions. These results are used to evaluate the possibilities of development in future.

Compared to other expert interviewing methods, Delphi-method argumentation is implemented anonymous (Kuusi 2002, 205-209). With questionnaire sheet and reliable processing of sheets are implemented that anonymity can be secured. Also important is that rather person’s arguments argue not their positions or status. Nowadays it is very usual to use email, phone interview or meeting personally. Comments which are inquired from respondents can focus for example on claims or special questions arrangement.

Every respondent should know about the anonymity of the study and on the second round respondents have a chance to comment on summary of the results (Kuusi 1993, 135). In Delphi-method, respondents´ comments are first gathered from the first round and then summary is sent respondents for evaluating and specifying. Nowadays it is not necessary to reach the consensus along the respondents but rather different well based visions. Delphi-method is most suitable for example bringing up development needs of business areas and understanding the “weak signals” for evaluation for the bigger audience.

Every respondent who attends on research has a same status and part in the study (Kuusi 1993, 136-139). In Delphi-method is given an opportunity and relief for respondents that they don´t need to worry about results and they can share their visions and knowledge without worries. This responsibility-free study for respondents would lead up to more honest and courage comments and answers. Weak commitment and interest of expert panel members could be one weakness of the Delphi-method. Also one critical question concerning the Delphi-method would be that if study is implemented so well that it creating the right questions to the respondents. It is important to notify that questionnaire sheet has remarkable effects on the results. Questionnaire sheets have to be carefully created and tested before sending them to respondents. Often repeated rounds can make the research very tough for respondents and cause non-response along the respondents. Reliability of the research aka repeatability point of view has to be notified that first round answers have not coherent methodology: between different studies the analysis can´t be implemented as the same way.

In Delphi-method, important is to choose experts using high critic methods, according to Metsämuuronen (2000, 36-37). Amount of respondents is hard to define and finally the subjective evaluate directs the process of choosing respondents. Choosing process also effects on the reliability of the study, different respondents would give different kind of answers.

4.2 Realization of the study

This subsection includes creation of questionnaire sheet, where is explained how sheet has been created. All the questions are written down in this section. Before showing questions, all the trends and tendencies are revealed which is the base of the whole questionnaire sheet. Later is told about expert panel and interviewing, how the panel is chosen and what kind of requirements was towards to respondents. At the end of this subsection will be told about material analysis technique.

Creation of questionnaire sheet

First thing was to decide which material to introduce for expert panel (Kuusi 1993, 135). Delphi-method normally contains arguments for the respondents and because of this questionnaire sheet included claim and arguments which were based on wide knowledge about grocery business and future forecasting books and theories about future marketing. In questionnaire were used open questions, because that would be best option to get more honest and complete answers.

Planning the research took plenty of time. At first it had to decide which type of research is best for research problem. Delphi-method was chosen for a research tool because study needed qualitative research methods and expert interview was definitely the best option. Next thing was to explore anticipating trends and create an interview form based on that. It is tried to use contacts for getting as much interviews as possible. So called “snowball-effect” was very good to use, because every respondent, who promised to give interview, promised to recommend one or more respondents for interviewing. Plan was to get minimum six interviews, which consist of three practical experts and three research experts´ so the results could be as good as possible. Questionnaire sheet is interesting when the questions are properly planned and obeying the right order and theme. When the questionnaire sheet is created carefully, respondents have more motivation to be interviewed.

Questionnaire sheet was constructed based on future theories and claims about future at the grocery business. At the beginning there are handled the topic of low carbohydrate trend and claim about the success of this trend. Second question was about comparing the success of local food and convenience food in the future. In third question was discovered if quality of food and origin and the pureness of the raw material will be the key words in future. Another spot on the question was that if low carbohydrate and non-gluten trends can be used as autoimmune-diseases healing diet. (Questions 1-3)

Next question was about food delivering ways and producer´s approaching the customers by local producing and if it would be possible to sell and market products better for example in local bakery. Question number five was to discovering the local baking culture in Western Europe for example Germany and France and it was given an example of successful local baking company which is working in Germany and finally was a question that how strong low carbohydrate trend has effected in Europe and at the world. (Questions 4-5)

On following question the research was targeted to social media opportunities on future marketing and what kind of effects it will have on customers and products. Next question was about future development and how it is going to people and environmental oriented way. Also another spot was if there would be vitamins and other special ingredients included in bread products in future. Next one is concerning about the importance of the price in buying decision and what other attributes might be which effect on buying decision, and if products can be hold fresher than usually. Also it was studied that would it sell normally if bread is prepared in foreign country but the brand is domestic. Next question is a claim that if big companies can solve their problems and small companies rise to the group of top companies. Last question is about discovering other future trends if respondents would have new views or ideas what is going to be new trend. (Questions 6-10)

1. A) “the generations of consumable products will develop in cycles of seven years and it will be developed to mass product between the time of seven and fifteen years”. When speaking about bread products, for example low carbohydrate products, would this claim be true?

1. B) “the low carbohydrate breads came to the stores´ shelfs at summer 2011, Karppinen-bread has been already sold 1 000 000 pieces until to 24.10.2011.

Based on this fact the development of low carbohydrate Karppinen-bread is faster than Riikka Merisalo is claiming”. Is this kind of fast development in selling only a sign of sudden death or huge rising to the group of top brands?

2. Do you agree with Riikka Merisalo, that local food is striking down the convenience food industry in the future? Is there already examples about local food producers which have defeated the companies at the convenience food industry? When speaking about special breads for example low carbohydrate breads, can those be connected to local food as the same production way or similar imago? Is this trend going hand-by-hand with the thing that it has become many special products to the markets which are already replaced old traditional bread products?

3. A) Riikka Merisalo is claiming that key words for the success in future are quality of food, origin and pureness of the raw materials. Would these become the biggest advantages in competition between companies?

3. B) Can the low carbohydrate and non-gluten trend be marketed as autoimmune diseases preventing and healing solution? “The doctor Antti Heikkilä told that gluten of the grains and proteins of the milk would cause a autoimmune-reaction in human organ”.

4. “Food delivering will splinter to corner size of store units and to network distribution on basic grocery products, when the buying control of the grocery stores will decrease when producers are coming next to customers with their production units”, claims Riikka Merisalo. Is the Fazer bakery took a huge step towards the future with building these local bakery units in market halls? Is there a possibility to market, sell and consult better in local bakery units?

5. In Western Europe, for example in France and in Germany the local baking culture with local baking units has operated remarkable well. Is it possible that Finland could take the same model of local baking than in Western Europe and would it be as successful as in Germany or France? For example German local bakery Back Factory, which is Franchise Company with one hundred and thirty units and it is a market leader in their own business area in Germany. Would this Install Bakery concept be successful also in Finland? Do you know if the low

carbohydrate trend has been more successful in Europe or at the world compared to Finland, and why it has been more successful?

6. Is there a chance that people can be convinced to new special products or old traditional products in social media? Have you ever heard of bakery which has tested this kind of campaign? This would be a effective way to implement on consumers without forgetting the other social media ways of effecting?

7. Alvin Toffler claims that development of future is going towards to environment protection and human caring direction, when key words of marketing would be: creativity, cultural factors, cultural heritage and environmental factors. Do you agree with this claim? If not, why? Would it become bread products in future which include for example different vitamins, organic products or organic medicine? Is there already exists those kind of things?

8. In future the product´s price is not the most important attribute which effect on buying decision but origin of the product, freshness, organic and quality of the food (healthy, domestic). Do these attributes replace the price as the most important attributes in buying decision? Customers think that bread should be fresher than now but how bread can be hold fresher for the customers? Is the domestic bread still as popular in the future as it is now, although bread can be produced cheaper in Estonia for example?

9. The demand of the mass produced breads is decreased lately and the demand of “healthier” breads is increased. Small bakeries have got their share from the markets and bigger bakeries are struggling with the problems concerning mass producing factory lines and today´s changing demand and market situation. Is this claim true or not? Can you tell why?

10. is there any other trend or tendency which would effect on the demand in future and if there is, how much it would practically influence on future´s markets?

Expert panel and interview

Next stage included finding the members to the expert panel. Invitation for the interview was sent via email and there was asked to answer either by telephone interview or by email. Telephone interview was highlighted, because it is the best option to get more successful interview. Invitation was sent to fifteen different experts, but eight of them answered. Goal was to get at least six interviews, because after that answers might repeat themselves. Respondents were chose carefully and goal was to get three research experts and three practical experts for interviewing but the final amount was four research experts and four practical experts, which was very good when thinking of final results. About half of the respondents are working at the grocery business companies and other half are working at research companies in Finland. Six of the respondents are working in Seinäjoki and other two are working at the capital city of Finland in Helsinki.

Experts were contacted via email because they are all in important roles in their companies, so it would not disturb their working day. Email was written in polite way and there were given two choices how to answer to the questionnaire. One was to answer via email and another was via telephone, last option was highly recommended because of more accurate interviewing. During telephone interview, both parts can specify questions or answers and it would make the whole process simpler. When answering via email, there would be more distractions and possibility that it is not answered to all questions or there would be misunderstandings. It also creates different kind of pressure to responder when there is an interaction situation for example like in telephone interview. On the second round of Delphi-research, summary of first round answers were sent to respondents by email. They had possibility to comment “agree or disagree with the summary” “if there is something to add” and “what are thought of the summary”.

Six out of eight respondents chose to be interviewed via telephone. The recording software in mobile phone was used to record telephone interviews. It worked well and telephone interviews lasted approximately 30-90 minutes. All the respondents were enthusiastic about the topic so they could not stop talking during the interview. It was asked one question at a time and also made notes about the most important topics and things. It was used headphones with microphone which was connected to the mobile phone. Every step of Delphi-method was accomplished carefully and with good planning. It was a full motivation to give everything to the research, because this step is creating the whole base for the thesis. It would have ruined the whole thesis if research stage would have been operated poorly. Every hour which was spent on this stage, was worth of it.

Material analysis

First recorded material was wrote to the paper and listened many times. Then based on the paper version of summary, email interviews and telephone interviews were connected as summary. Although questionnaire included open questions, it was formed so well that answers were easy to analyze. In material analysis have been used strong basis of grocery business knowledge which helped the work of material analysis.

When questionnaire sheet was completed, it was sent to two respondents by email and six respondents wanted to have a telephone interview. Telephone interview was implemented with using mobile phone´s recording software, so those 6 interviews were recorded and notes was also made. After every member was answered, answers were collected and analyzed each and every one. Answers were easier to analyze when those were in fresh memory and recordings were repeated many times to get the best results out of it.

5 RESULTS

In this chapter will be explored the results of the study. Results include the first and the second question rounds. At the first question round there is summary of the all answers from the respondents and at the second question round there are respondents´ comments from total results. All the questions and answers are divided in to five subsections concerning the trend. With this arrangement, it is easier for reader to understand how trends and questions are connected. This chapter presents only the results of this study and no other study. In chapter number six will be presented other study results compared to this result.

5.1 Developing cycles of consumable products and local food challenges

1. A) “the generations of consumable products will develop in cycles of seven years and it will be developed to mass product between the time of seven and fifteen years”. When speaking about bread products, for example low carbohydrate products, would this claim be true?

1. B) “the low carbohydrate breads came to the stores´ shelfs at summer 2011, Karppinen-bread has been already sold 1 000 000 pieces until to 24.10.2011. Based on this fact the development of low carbohydrate Karppinen-bread is faster than Riikka Merisalo is claiming”. Is this kind of fast development in selling only a sign of sudden death or huge rising to the group of top brands?

First round summary question 1. A) and B): Based on the expert´s answers, 7-15 years is nowadays too long time, when speaking about bread products. Nowadays products´ cycle as life circle has been shortened remarkable, so rapid ups and down are normal in the future. The low carbohydrate trend has been in the people´s mouths since year 2009 but the first breads came to stores ´shelfs at summer 2011. Selling grew rapidly, but still low carbohydrate breads selling was only about 2-3 percent (1 000 000 products sold during half year) compared to white bread´s selling statistics, so low carbohydrate bread never was a mass product. Nowadays this trend has fallen, and selling numbers are at minimum. Experts´ common opinion: Low carbohydrate trend was a quick rising trend and it has fallen as fast as it rose up. Based on the interviews, seasonal products will rise as much more important role than ever and there will be now new mass products on the markets. Seasonally there are big differences between peoples bread eating habits, for example on the area of capital city people eat paper packed bread, on the Eastern Finland people eat rye bread and on the coast side soar milk loaf. Parts of the traditional breads are disappearing from the markets because of low demand, based on the answers of couple experts.

Second round comments question 1. A) and B): On the first question all the experts were single minded that this is the best summary what can be said about the low carbohydrate trend and other special products. Experts did not have anything to add or comment later on. They were totally agreed with this summary.

2. Do you agree with Riikka Merisalo, that local food is striking down the convenience food industry in the future? Is there already examples about local food producers which have defeated the companies at the convenience food industry? When speaking about special breads for example low carbohydrate breads, can those be connected to local food as the same production way or similar imago? Is this trend going hand-by-hand with the thing that it has become many special products to the markets which are already replaced old traditional bread products?

First round summary question 2: All the experts thought that local food will never crash the convenience food industry. Amount of local food is increasing, which effects “real and good” competition between local producers and convenience food industry companies. Consumer will get more qualitative, healthy and cheaper products. Local food producing increases especially on the country side and on the places where that is possible. For example Western Finland´s local producers: Juustoportti, Ilmajoen Makkaramestarit, Ilmajoen Osuusmeijeri and Maalahden Limppu. More examples of the local food products are organic producer´s muesli, free chicken eggs, local slaughter business and buying milk straight from the farm (for example new milk automat). In the big urban cities there are no possibilities to produce local food and that´s why local food can´t compete with convenience food industry. Few experts suggested that convenience food which is produced in Finland should be developed more as style of local food, so it could be marketed and sold as local food in the future. It is very challenging because people´s vision of big convenience food industries´ products need to be changed because people don´t think that is local food if big industry company has produced it.

Second round comments question 2: On the question number 2 experts were partly agree with the summary. One adding was that local food and convenience food have different target groups so they are not competitors. Other was that also local bakery operation can be called as local food producer and it is important that it is not forgotten. Third comment was that convenience food is made for satisfying people´s needs for example quick food and easy food for hurry people and the purpose between local food and convenience food is not the same at all, that´s why these two have different target groups.

5.2 High quality and healthy food and changes in grocery structures

3. A) Riikka Merisalo is claiming that key words for the success in future are quality of food, origin and pureness of the raw materials. Would these become the biggest advantages in competition between companies?

3. B) Can the low carbohydrate and non-gluten trend be marketed as autoimmune diseases preventing and healing solution? “The doctor Antti Heikkilä told that gluten of the grains and proteins of the milk would cause a autoimmune-reaction in human organ”.

First round summary question 3. A) and B): Experts think that most important attributes for product are: Price, quality (domestic materials, safety and healthy) and traceability. Traceability is only positive bonus if all the other attributes exist in the product. People want stories behind the products, for example who is producer, which materials product consists of and other. Protectionism as a phenomenon increases among the consumers, so Finnish people want to support Finnish employment and economic by purchasing rather 100% Finnish products. Few experts also thought that local producers have troubles to get their products in bigger chain trades, because they must be able to produce so much that products can be delivered in all the stores within the chain. It is no possible for local food companies to produce big production lots, because they are specialized in smaller ones and segment their products for special diet users or users with special nutrition.

Every experts were similar minded about doctor and businessman Antti Heikkilä´s comments on media. They said that these kinds of statements are unofficial and unreliable sources, because he is an orthopedist not a nutrition scientist. Media also make his statements bigger than he wanted himself. These kind of unexplored truths from doctor are working best among the group of the crazy nutrition fanatics and not so much among the normal consumers. Experts though left one window open concerning this case that everything is worth to research, because there can be also good things available when all stones have been turned. These kinds of statements would be good ones if they are studied well before announcing those to the big audience.

Second round comments question 3. A) and B): Question number 3 was agreed almost single minded. There was one comment that price will always be the first attribute and traceability will rise in top attributes when speaking of factors which effect on buying decision. Protectionism which should be trend is much more words without actions. Local food and convenience food may not be joined together as a same group because those both have different meanings for customers.

4. “Food delivering will splinter to corner size of store units and to network distribution on basic grocery products, when the buying control of the grocery stores will decrease when producers are coming next to customers with their production units”, claims Riikka Merisalo. Is the Fazer bakery took a huge step towards the future with building these local bakery units in market halls? Is there a possibility to market, sell and consult better in local bakery units?

First round summary question 4: Most of the experts do not believe in hypermarkets and chain trades to disappear in the future, because there are already great plans for new markets already for the near future. About half of the experts though believe in basic grocery product´s network distribution, but they think that it should be developed much more before it really works and be suitable for all of the groups of consumers (more simple and cheaper). Additionally experts think about that if consumers are finding network distribution as safe as traditional cash purchase.

Based on the research, local bakery concept works only in the shopping centers, because of the wide customer flow. It can be used for product testing and new product developing in small scale. On the other hand products which are made in the local bakery, has to be reformed again for the mass industry production, so these two concepts are also differentially challenging. As we call big city´s small store as block shop it´s concept spreads also in to other cities, but only if there are enough demand for that. There was also one idea which came up from the research that in the future local bakeries can be used to consult products, which would improve the future “fruit stall” buying- trend. Nowadays people buy their breads considerably from the big stores´ bread department, but in the future impulse purchasing might become more general as buying from the “fruit stalls”.

Second round comments question 4: On question number 4 almost every experts were agreed with the summary. There were only two adding. One was that bread is so cheap basic product so it is not profitable to sell it from other places than company´s own factory shop. Other comment was that network dealing will work if it is not too expensive to buy from internet compared to normal visit on shop. Also the freshness at fresh product group will be mystery if the reliability between customer and shopkeeper will last when speaking about “best before-days” that how long the customers want their shopping to last before those go bad.

5.3 Local bakery unit and social media

5. In Western Europe, for example in France and in Germany the local baking culture with local baking units has operated remarkable well. Is it possible that Finland could take the same model of local baking than in Western Europe and would it be as successful as in Germany or France? For example German local bakery Back Factory, which is Franchise Company with one hundred and thirty units and it is a market leader in their own business area in Germany. Would this Install Bakery concept be successful also in Finland? Do you know if the low

carbohydrate trend has been more successful in Europe or at the world compared to Finland, and why it has been more successful?

First round summary question 5: All the experts agreed that Install Bakery Concept as Back Factory is, would not work in Finland, only place in Helsinki where 500 000 people and customer flow are. For example railway station’s tunnel what people use every day or just the near location on railway station? Baking culture in Germany is totally different than in Finland, because smaller experienced entrepreneurs are valued in Germany. It is usual in Germany that bakery is owned by old couple and they train their children and relations to do the business when they are gone. This kind of legacy and tradition within families in baking business is highly valued in Germany. This has been reality in Germany since the first days and on opposites the Finland has always get used to buy breads from grocery store not from the local bakery. That culture is very difficult to change suddenly, but the direction should be right. Few of the experts did know that low carbohydrate trend is born in year 2000 in USA and spread to the Europe. First wave of trend did not manage to go to Finland, but it came later. This trend managed in USA for one and half year, but this developed new trend replacing the low carbohydrate. Bombs has been dropped, new trend of full grain products has landed to stay in USA. Full grain bread´s value of selling was higher than white breads value in year 2011. Although the white breads selling volume was still bigger, but in value white bread defeated to new full grain breads. Development goes possibly through the low carbohydrate to full grain breads, rye breads, oat breads and other healthier breads also in Finland.

Second round comments question 5: On question number 5 experts were totally agreed with the summary. One comment was that bread which is sold in Germany for example is paper packed bread which is eaten right away and in Finland is plastic packed bread which should last longer and should be eaten later. So there are differences in consumer behavior and structure of bread between Finland and Germany for example.

6. Is there a chance that people can be convinced to new special products or old traditional products in social media? Have you ever heard of bakery which has tested this kind of campaign? This would be an effective way to implement on consumers without forgetting the other social media ways of effecting?

First round summary question 6: Most of the experts thought that leverage of social media will grow in all business types and markets in the future. Blogs are now more realistic and better sources than before. There are many kind of blog pages, but sophisticated internet user can pick the essential things out. Many bakery companies have used social media for example Facebook and other media for campaigns. About half of the experts mentioned that using social media safety is very challenging and is a very big risk on other hand. If people cannot use social media correctly, could company in the worst scenario destroy itself. For example few products have got a bad reputation when social media has been used for campaigns and few times also production of the product has been stopped because of social media. One example is from Finland when famous actor Jasper Pääkkönen got nervous for S-Ryhmä (chain store) when chain store decided to add endangered Baltic sea´s salmon to their product assortment and decided to sell it. Actor Pääkkönen sent a reclamation letter to Facebook and it started to spread all over Finland. There is also one problem in social media; how the big audience aka older people can be found by social media. Social media will be the number one thing for younger generation in future, but how it can be used nowadays for reaching all the groups of customers.

Second round comments question 6: Question number 6 was agreed only partly. There were few comments concerning the social media. Few of the experts are not thinking the social media at all as a reliable source of information. All were agreed though that it is very risky but maybe potential way to effect on customer´s opinions. One comment was also that the meaning and effect of social media to older generation is very low and no one has time to read blogs for example. One expert said that there are so much blogs, and nutrition instructions that it is reader´s responsibility to obey or not to obey those instructions. There is still a chance that inside that mass of information would be found something very important material.

5.4 Future of environment, protection, creativity and importance of price

7. Alvin Toffler claims that development of future is going towards to environment protection and human caring direction, when key words of marketing would be: creativity, cultural factors, cultural heritage and environmental factors. Do you agree with this claim? If not, why? Would it become bread products in future which include for example different vitamins, organic products or organic medicine? Is there already exists those kind of things?

First round summary question 7: All of the experts thought that price of the product are still most important attribute when selling the product. Working and good looking product are second important things, and additionally there might be added vitamins, organic health products added, but those are located last in the list of most important attributes. Environmental prospects are interesting people concerning the local food, but concerning cultural factors and cultural heritage people are suspicious. Consumers are very conservative towards food in Europe when food and bread consuming in USA is much more informal.

Based on the research came up that nowadays have been started to talk about dangers of food additives and necessity, for example “kamara” is not recommended and there are already products without food additives and added sugars today. For example D-vitamin and omega acids are used in the part of the products already. Nowadays has been started to decrease package materials as much as possible and local produced food gets verification marking and marking also says where product comes from. Before has been in product assortments for example bread included with omega acids and that’s why everyone believes that this old trend is coming again in future. At this moment companies are waiting for new definitions and claims which can be used as grocery marketing and advertising. This definitions and claims concern about health effects for consumers. After the publications there will be new kind of testing in products for example vitamins and natural drugs.

Second round comments question 7: Question number 7 divided experts´ opinions in half. Half thought that there are no added vitamins, natural drugs and others on grocery products in future and other half thought that the amount of added *ingredients will increase in future. One expert said that upcoming tighter legislation concerning the grocery product marketing claims will erase all healthy claims from products and only the basic claims can be used in future. Maybe the opinions were connected with experts´ professional orientation which effects very much on opinions.*

8. In future the product´s price is not the most important attribute which effect on buying decision but origin of the product, freshness, organic and quality of the food (healthy, domestic). Do these attributes replace the price as the most important attributes in buying decision? Customers think that bread should be fresher than now but how bread can be hold fresher for the customers? Is the domestic bread still as popular in the future as it is now, although bread can be produced cheaper in Estonia for example?

First round summary question 8: Every expert mentioned that price is the most important factor when buying product. If price would not been the most important factor, it must be in top 3 most important attributes of product. Good product is good complex, where price is always the most important part of the complex. There are only minority of people (culinaristic and luxury people) who are capable and willing to buy in any price. This group of consumers will grow in the future, but it can be assumed, that part will always be the minority. Nowadays many things support that claim that affordability and sufficiency of food are important factors in future. If thought about food production in China and how the whole world is dependable of food production in China and India; this claim can be supported by this way. In year 2010 it stroke agro shock to Russia, but if it would have stroked in China or India, price of food will be multiplied and more people will be left without food.

Based on this research, foreign produced bread with Finnish brand would not sell at all. Majority of consumers values really high if bread is produced in Finland and if possible the materials could be also from Finland. Consumers have this kind of picture that bread needs to be fresher although it has been baked and bought direct from the local bakery. Bakery companies have tested that kind of delivering system that they could deliver one part of the products at the morning and other part at the evening. With delivering products this way, bread would be fresher than with one deliver, but personal in grocery stores have not accepted this way of delivering. They want to fulfill shelf right away at the morning so one deliver system is the only way. This is really shame for customers, because with two deliver systems they would get fresher and warmer bread every day.

Second round comments question 8: Again on question number 8 experts´ thought were divided in half. 30 % of experts did not believe in foreign bread with Finnish brand to sell as good as normal Finnish made bread with Finnish brand. For example if bread products or bakery products are made in Latvia or Estonia, 30% thought that it would leave on shop´s shelfs. Majority of the experts also gave few good examples of the foreign made breads which have normal selling volume in Finland and mentioned also that temporarily "Finnish bread" is also baked from foreign materials which is also a conflict between "domestic-thinking" and "foreign-approving" group of consumers. Best bread delivering system was agreed to be two times per day or at least that the bread is delivered at the late evening only, says majority part of experts. That system would keep bread fresher for consumers than other systems.

5.5 Period of real competition and trends from the future

9. The demand of the mass produced breads is decreased lately and the demand of "healthier" breads is increased. Small bakeries have got their share from the markets and bigger bakeries are struggling with the problems concerning mass producing factory lines and today´s changing demand and market situation. Is this claim true or not? Can you tell why?

First round summary question 9: According to experts, big factories are closed because companies are concentrating their production still more than before. They are preparing in much more bigger production this way. Production lines in certain factories does not fit in new production way so those can be closed and concentrate actions in those places where it is needed. Nowadays big factories have strategy to concentrate production for producing regional special breads, which demand is continuously high. Claim which concerned that mass production breads selling has decreased was not true according to experts. They said that it is true that health influencing breads´ demand has grown and small and medium sized bakeries have succeeded better than before.

In year 2010 was a huge stroke, when small bakeries were helping the situation by producing breads for grocery stores and customers. Since that time smaller bakeries have succeeded better. Nowadays the situation has almost restored like it was before in year 2008 and 2009 before the stroke. At that time bread was eaten much more than today and traditional mass produced breads were selling better than today. Few experts mentioned that the time of mass production bread is coming again and it is not taking so much time. It can be seen that 2010 year stroke was good accelerator for smaller bakeries to get in the business which can be continued today when customer groups are transformed to the new different smaller groups. Smaller bakeries are offering more special breads and alternatives to customers instead of mass produced breads. Also smaller bakeries can get their products faster to the grocery store´s shelfs. Smaller bakeries do not have to be so carefully when planning the etiquettes and packaging, which is also an advantage in competition. Today is good time for consumer, because competition between bakeries is much more realistic and harder than before. Consumers get wider product assortments, cheaper price and better product.

Second round comments question 9: On question number 9 experts were partly agreed with summary. One comment was that it is not true that small bakeries do not have to concentrate on product outlook. This is quite rough vision about the situation and it reflects to the whole bread offering situation in Finland. Small bakeries should bet more on outlook and quality. Only mass produced and mass sold bread can be affordable. Breads which are made from better ingredients are not sold by affordable price but quality. There have not been many new brands lately because there are not so many companies which could produce new bread brands. Nowadays the trend is to copy other company´s bread. Smaller companies have no a chance to get their share from the markets because mass produced breads have reached the saturation point in selling and now people want different kind of offering and that´s why smaller bakeries needs to be awaken at the moment.

10. is there any other trend or tendency which would effect on the demand in future and if there is, how much it would practically influence on future´s markets?

First round summary question 10: Experts had many kind of interesting propositions for future trends, but the most popular propositions were absolutely full grain products, natural fiber, organic products, domestic, ageing of the population and changing of generation. Wheat bread is not so much produced anymore, but in future full grain and full rye breads are going to the top. Also the demand of organic rye bread has doubled. For example in America can be seen already that full grain products are at the best place on the grocery stores´ shelfs. Ageing of population and changing the generation are also great challenges for bread and food manufacturing. Today´s generation does not eat so much bread at the morning anymore and they not either use coffee breads or bakeries anymore. Today´s pensioners are the top consumers at that department but their physical need to eat decreases and need for healthier and nutritional food increases. Good carbohydrates (full grain and many organic fibers) are absolutely the trend of the future, which is coming from USA and also making way to the Finland. There will be highlighted the quality of carbohydrates in future, amount of protein, quality and organic products.

Second round comments question 10: Question number 10 was almost agreed single minded but there were few excellent comments concerning the new trends. One opinion was that fibers, dark grain and from the group of white breads the oat-based sweet breads which including fruits or something else ingredients will be future trend. Few experts also predicted that rye products with added salt would be kind of retro but incoming new trend. One good point was also that after around 40 years people would care about healthier breads and bakery products and it is not so much connected on the generation. This moment only the over 40 year old family mothers and grandmothers are the target group who want the have healthier products.

6 CONCLUSION

In this chapter is gathered all the most important information about research as a summary. Conclusion chapter is for bringing all the interesting and useful information in the same chapter which usually can be found at the end of thesis. In this chapter can be explored the vision about the examined situation. In the second subsection is compared how this study results are differentiated from other study results. Third subsection is a vision of new modus operandi. It is created an own vision about example company´s new operation model. At the end of this chapter there is a subsection about reliability and validity of the results. In that subsection is explored which kind of research would be valid and reliability and which are the most important attributes which can convince all the interested readers of the thesis.

6.1 Summary of this study results

Based on the respondent´s answers, 7-15 years is nowadays too long time, when speaking about bread products. Nowadays products´ cycle as life circle has been shortened remarkable, so rapid ups and downs are normal in the future. One good reason for this kind of changing demand would be that, because today consumer groups and “trend groups” are broken in to smaller groups, which directly effects on demand. Selling grew rapidly, but still low carbohydrate breads selling was only about 2-3 percent compared to white bread´s selling statistics, so low carbohydrate bread never was a mass product. Nowadays this trend has fallen, and selling numbers are at minimum. This trend has though created a new trend of full grain products and in future also important attributes for product are: Decreased amount and quality of carbohydrates, amount and quality of proteins because people have today wide knowledge about healthy issues and it is a trend to create a mixed diet and obey it at the same time when people have also lift weight training programs and schedules for their daily spinning class or something else similar.

All the respondents thought that local food will never crash the convenience food industry. Amount of local food is increasing, which effects real and good competition between local producers and convenience food industry companies. On the other hand local food and convenience food have other target groups so it can´t necessarily speak as competitors. It is assumed that the demand for local food is growing significantly in future. In Helsinki the current trend is buying local produced ingredients for their own cooked home food, they are changing and collecting food receipts at the Internet social media pages for example Facebook, Twitter and blogs.

Here are few examples of Western Finland local producers: Juustoportti, Ilmajoen Makkaramestarit, Ilmajoen Osuusmeijeri, Maalahden Limppu and Fazer local baking unit. More examples of the local food products are organic producer´s muesli, free chicken eggs, local slaughter business and buying milk straight from the farm. Today the amount of local food and local producers is growing fast and there are many other products, which are made their position for example in big store chain in Finland called: S-Ketju. Maybe there would be as many local products also in other chain stores but S-Ketju really sticks out of the all chains because there was writing at the magazine of Etelä-Pohjanmaan Osuuskauppa, which is summarized in this thesis and it can be red starting from page 68 under the headline “Local food today”.

Few respondents suggested that convenience food which is produced in Finland should be developed more as style of local food, so it could be marketed and sold as local food in the future. It is very challenging to change people´s vision of big convenience food industries´ products because people don´t think that is local food if big industry company has produced it.

Respondents think that most important attributes for product are: Price, quality (domestic materials, safety and healthy) and traceability. Traceability is only positive bonus if all the other attributes exist in the product. Protectionism as a phenomenon has been increased among the consumers, so Finnish people have started to support Finnish employment and economic slightly by purchasing rather 100% Finnish products. The amount of domestic food supporters is not so much but it might be increased in future. Few respondents also thought that local producers have troubles to get their products in bigger chain trades, because they must be able to produce so much that products can be delivered in all the stores within the chain. On the other hand chain stores have come to halfway concerning this delivering issue and they are saying that today it would be easier for local food producers to get their products to the shelfs in store.

Every respondent were similar minded about doctor and businessman Antti Heikkilä´s comments on media. They said that these kinds of statements are unofficial and unreliable sources, because he is an orthopedist not a nutrition scientist. Only the people who are deeply religious about low carbohydrate believe this. On the other hand, few respondents said that this would be useful to research properly because in every research has something good on it. On the other hand today there exist many kind of “trend religious” people and as the consumer groups are broken in to smaller groups it can be assumed that same thing has happened to these “trend groups”.

Most of the respondents do not believe in hypermarkets and chain trades to disappear at the future, because there are already great plans for new markets for the near future. About half of the respondents though believe in basic grocery product´s network distribution. There exists writing in this thesis about network shopping in future, starting from the page 71 under the headline “network shopping in future”. It is though believed that there will be significant changes in stores´ structures.

At the moment chain stores have almost reached the maximum profit which those can get. When this situation is compared to recession in Euro area, it would seem to be similar situation. Economy has two ways to for resurrection after it has reached the top: one way is bankruptcy and second way is war. Both the ways are leading to the same results. Concerning the situation of chain stores, it would be assumed that bankruptcy or at least recession is striking to the biggest more successful stores for example leading chain stores. On the other hand the world is continuously urbanizing and that model is leading stores to structure of block shops like in big cities. It is a normal circulation of economy at this situation too. Concerning to this economic recession at the world, Finland has loaned very much money for other countries and they might not get those money back at all.

Because of this people in Finland are thinking subconsciously that they have to start spending money faster than before. The model is that more you save money, more Finland can loan to other countries. Increase of spending will support the chain stores for a few years but after that people are out of money and there is no demand like today. Then stores are getting smaller and finally there are only corner shops and food delivering through the network, when deciders are saving money by getting employees out. Today´s direction shows the way to the future.

Based on the research, local bakery concept works only in the shopping centers, because of the wide customer flow. It can be used for product testing and new product developing in small scale. On the other hand products which are made in the local bakery, has to be reformed again for the mass industry production. There was also one idea which came up from the research that in the future local bakeries can be used to consult products, which would improve the future “fruit stall” buying- trend.

Nowadays people buy their breads considerably from the big stores´ bread department, but in the future impulse purchasing might become more general as buying from the “fruit stalls”. This might be the best way to habituate consumers on this old traditional Central European style and baking culture. It would be also great way for consistency principle concerning the baking culture and domestic local baking in Finland. People would start to value more traditional restaurants and bakeries where the family owns the company. For example older couple owns a bakery and trains their children to lead the bakery after their time. This might be too optimistic way of thinking in this world´s model of educational world where there is so many opportunities for young people and them don´t want to leave at home to operate their own family business.

All the respondents agreed that Install Bakery Concept as Back Factory is, would not work in Finland, only place is Helsinki where 500 000 people live and there would be good customer flow, for example railway station’s tunnel what people use every day or just the near location on railway station. Baking culture in Germany is totally different than in Finland, because smaller experienced entrepreneurs are valued in Germany. It is usual in Germany that bakery is owned by old couple and they train their children and relations to do the business when they are gone. This kind of legacy and tradition within families in baking business is highly valued in Germany. This has been reality in Germany since the first days and on opposites the Finland has always get used to buy breads from grocery store not from the local bakery.

Few of the respondents did know that low carbohydrate trend is born starting in year 2000 in USA and spread to the Europe. First wave of trend did not manage to go to Finland, but it came later. This trend managed in USA for one and half year, but this developed new trend replacing the low carbohydrate. Bombs has been dropped, new trend of full grain products has landed to stay in USA. Full grain bread´s value of selling was higher than white breads value in year 2011. Although the white breads selling volume was still bigger, but in value white bread defeated to new full grain breads. Development goes possibly through the low carbohydrate to full grain breads, rye breads, oat breads and other healthier breads also in Finland. It might be useful to predict future development more often based on the development around the world, because it is really showing the strong base how Finnish economy and business in Finland are developing also.

Most of the respondents thought that leverage of social media will grow in all business types and markets in the future. Blogs are now more realistic and better sources than before. There are various blog pages, but sophisticated internet user can pick the essential things out. Many bakery companies have used social media for example Facebook and other media for campaigns. About half of the respondents mentioned that using social media safety is very challenging and is a very big risk on other hand. For example few products have got a bad reputation when social media has been used for campaigns and few times also production of the product has been stopped because of social media. One example is from Finland when famous actor Jasper Pääkkönen got nervous for S-Ryhmä (chain store) when chain store decided to add endangered Baltic sea´s salmon to their product assortment and decided to sell it. Actor Pääkkönen sent a reclamation letter to Facebook and it started to spread all over Finland. One way is to hire social media specialists for example IT engineer to be responsible only for the social marketing, because it is so potential way of marketing in future, but there must be professional employees to operate it.

All of the respondents thought that price is still most important attribute when selling the product. Functionality and outlook are second important things, and additionally there might be added vitamins, organic health products added, but those are located last in the list of most important attributes. Today there are about 30 % of consumers who are able to pay the higher price for the product; they are called gastronomists or snobs. Amount of this group is increasing in future because of there are more higher educated people and people with higher incomes in future which are implementing the special food trend for example in Helsinki.

Environmental prospects are interesting people concerning the local food, but concerning cultural factors and cultural heritage people are suspicious. Consumers are very conservative towards food in Europe. Based on the research came up that nowadays have been started to talk about dangers of food additives and necessity, for example “kamara” is not recommended and there are already products without food additives and added sugars today. For example D-vitamin and omega acids are used in the part of the products already. Bread including omega acids has been in stores already and that’s why everyone believes that this old trend is coming again in future. Nowadays has been started to decrease package materials as much as possible and local produced food gets verification markings, which also tell where product comes from. At this moment companies are waiting for new definitions and claims which can be used for grocery marketing and advertising.

According to respondents, big factories are closed because companies are concentrating their production still more than before. Production lines in certain factories does not fit in new production way so those can be closed and concentrate actions in those places where it is needed. Nowadays big factories have strategy to concentrate production for producing regional special breads, which demand is continuously high. Claim which concerned that mass production breads selling has decreased was not true according to respondents. They said that it is true that health influencing breads´ demand has grown and small and medium sized bakeries have succeeded better than before. In year 2010 was a huge stroke, when small bakeries were helping the situation by producing breads for grocery stores and customers. Since that time smaller bakeries have succeeded better. Few respondents mentioned that the time of mass production bread is coming again and it is not taking so much time. It can be seen that 2010 year stroke was good accelerator for smaller bakeries to get in the business which can be continued today when customer groups are transformed to the new different smaller groups. Also smaller bakeries can get their products faster to the grocery store´s shelfs. Today is good time for consumer, because competition between bakeries is much more realistic and harder than before. Consumers get wider product assortments, cheaper price and better product. Bigger companies must take actions now and develop their business to the direction of future development. Most likely it has to break down the old structures of the business and extract it to smaller pieces of production lines and come closer towards the customers with special wide product assortment and faster reaction towards the new trends of future.

The most important trends for the future are fibers, dark grain and from the group of white breads the oat-based sweet breads which including fruits or something else ingredients, rye products with added salt, full grain products and organic products. One strong performer in the future will be also seasonal products for example paper backed bread at the area of the capital city, rye bread in eastern Finland and soar milk loaf at the coast side. Few mass bread products are probably disappearing from the product assortment because of low demand.

Also one huge change in future is a change of generation. Over 40 years old people are seeking for healthier products and also next generation representatives. It is assumed that older people are willing to buy the cheapest products and they are running after the discounts. Younger generation is willing to buy a quality with higher price. They are aware of product´s quality and price and they know how to use different sources for material and tips searching for example internet. Today is better time for smaller companies at the grocery business. For example at the bakery industry, bigger companies are trying to survive from the current situation and waiting for the salvation. Smaller companies have improved the position at the markets since the year 2009 when there was a recession at the world and the big grocery strike in Finland. At that time consumers adapted the situation that only smaller bakeries could deliver products to the stores. Then customers noticed that they want difference in product assortments and they are bored to buy mass produced bakery products.

6.2 Results compared to other studies

In this subsection are explored future tendencies and trends at grocery business in the future. The most important trends for the future are changing model of food delivering in future, network store development and how grocery stores can improve their co-operation with local food producers in future. These tendencies are vital when thinking especially special products in the grocery business. This subsection also includes tables and figures which show how structure of the grocery store is developed in the latest years.

Demand for special products depends on grocery business model

According to respondents in research of thesis, all the new trends such as low carbohydrate, organic, full grain, added ingredients, protein products and others are completely dependent on successful distribution channels and form of the grocery stores. To bigger grocery chains such as S-Ryhmä and K-Ryhmä is very difficult to bring new special products for sale, because late bloomer products are D-listed before it gets a chance to show.

Table 3 and 4 are showing very obviously why local food producers must try to get their special products to hypermarkets and other big markets (Kaupan Maailma 03/2012, 28). Market share of hypermarkets and big (over 1000m^2) and small (under 1000m^2) supermarkets and large emporiums (200-399m^2) are totally almost 90 % of total selling. Special products can be represented to all customers if they are shown on bigger markets than 199m^2 so it means at least large emporium. Producer needs to deliver products so much that every store of the chain have same amount of products when speaking about chain stores. Large private grocery companies are not so reliable buyer for local producer because private companies are having competition concerning the price with many producers and they buy small amount of product though.

Table 3. Selling development, (Kaupan Maailma 03/2012, 28)

January-December	**2010**	**2011**	**Change %**
Small store <100m^2	514,4	520,8	+1,3
Emporium <400m^2	2 608,8	2 700,4	+3,5
Supermarket (small) <1000m^2	2 532,8	2 667,3	+5,3
Supermarket (big) >1000m^2	4 216,4	4 478,8	+6,2
Hypermarket >2500m^2	4 399,4	4 752,8	+8,0
Total	**14 271,8**	**15 120,1**	**+5,9**

(Value of the retail sale of the grocery products (including value added tax) ordered by store types in million euros)

Table 4. Amount and market share, (Kaupan Maailma 03/2012, 26)

	Amount 1.1.2012	**Amount% 1.1.2012**	**Market share %**
Hypermarkets	146	3,7 %	27,2 %
Department stores	115	2,9 %	3,7 %
Supermarkets large 1000m^2 and >1000m^2	597	15,1 %	34,0 %
Supermarkets small 400-999m^2	434	10,9 %	12,3 %
Emporiums large 200-399m^2	1046	26,4 %	16,0 %
Emporiums small 100-199m^2	456	11,5 %	3,2 %
Small stores	422	10,6 %	2,2 %
Special stores and market halls	748	18,9 %	1,4 %
Total	3964	100,0 %	100,0 %

One idea based on the study is to use special top shelf at the center passage way for special products, might be the solution for problem of special products´ invisibility, but it might be too expensive choice. There exists a general opinion that if small producers want to bring their special products to the stores of chain, they have to produce so many products that every store of the chain has same amount of products. There are also different opinions of this existing but that can´t be known. This might be a problem for smaller producers, because their type of production is small lot production and they are specialized to produce new trend products and also demand of these special products is not stable. This is why small producer is so difficult to get to the top and famous, because there are no distribution channels. One solution might be if small producers would get their products to smaller private owned grocery stores, but products can´t get so much attention from there.

Based on the study, small producer does not have to worry about bigger lots of production. People are usually making their way to the bigger grocery chain stores, because product assortment is so wide and prices are cheaper than in smaller stores. Cheaper prices can be managed because bigger stores are able to buy so big amounts of products to the stores. That is also good bait for producer when big store is buying for example over 50% of amount that producer has but of course the bad side is that producer has to sell for cheaper price. Big store has an advantage of negotiate the price just as they want, because they have many choices where to buy and products which are going to chain stores are automatically getting attention and those are going to be very famous. If the big store can´t get the price it wanted, then negotiations begin with the next producer. That is kind of monopoly situation because big store can´t lose in this thing, but producers has lots to lose.

A reason why this topic of grocery store´s form is connected with the future special products is that respondents of the study said that in future the form of stores and food delivering is changing radically. For example form of stores is changing from chain stores to block trades and food delivering is being operated through the internet in future, based on the research. Also it is predicted that there are no chain stores or bigger shopping centers in the future. This model supports that fact which tells that consumers want differentiate products and special products which are produced by the demand for example non- gluten products, organic products, diet products and others. If all this would happen and the structures will change so much at the grocery business, it will support born of new trends and constantly changing demand and offering. Starting from the recession in year 2009, this model is started to effect on customers. For example grocery strike at 2009, when big companies were closed and small producers were keeping the markets on and customers happy. At that time consumers started to trust on the smaller producers that they would also manage the situation without the bigger grocery companies. Today´s consumer is filled with mass produced breads and convenience food products and they want local produced, organic and special products also with that risk that it is more expensive. Bigger companies at grocery business are not willing to accept this change but it is possible that change of generation will form structures very widely.

It is more likely that the real competition between local food producers and convenience food industry is happening after tens of years later, based on the research. Trend is now that all services are united and small stores are disappearing temporarily from the area. Then there are only bigger stores and mass producer companies and they are having a great competition which leads that people does not want mass bread and products anymore and they want to change in their lives.

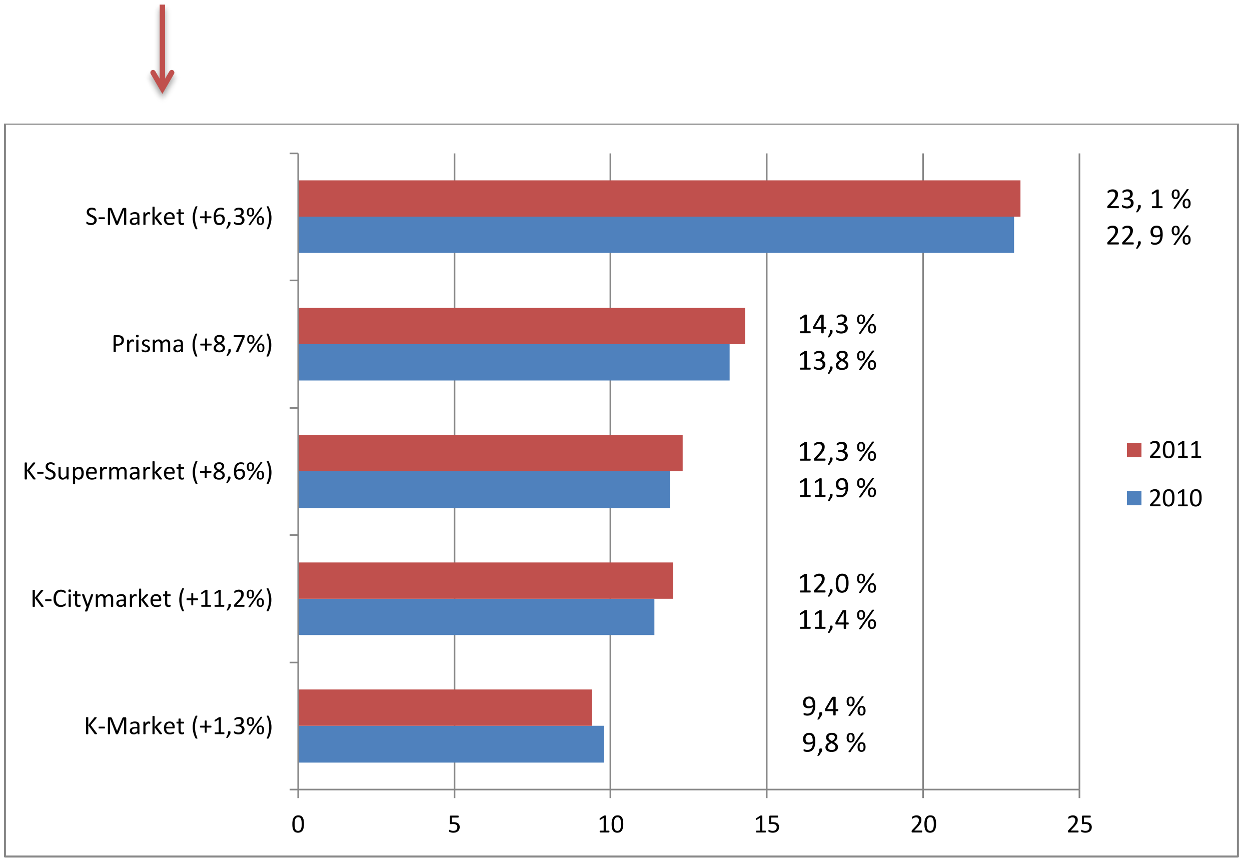
Local food today

Local foods of own province in Finland's Southern Ostrobothnian be found from the local store´s chain markets for example S-Ryhmä (Etelä-Pohjanmaan Osuuskaupan lehti 09/2012, 6). Local chain has taken a blueprint to use which tells to customers that food is near produced. The blueprint means that product must be produced in own province or few tens of kilometers away from the store. Especially near produced meat, sausage, milk, bread and vegetable products are remarkably shown in the store departments. Customers have given a wonderful feedback about this blueprint system so they can easily notice which food is local produced. The most important things about local food are pureness, reasonable production way and supporting Finnish employment, customers say. Part of the customers also choose rather product from smaller producer than mass produced product. Near fished meat products has also huge demand, customers think.

Today the healthy lifestyle seems to be the new retro trend (Etelä-Pohjanmaan Osuuskaupan lehti 09/2012, 6). Macaroni is changed to potatoes or vegetables, and convenience manufactured foods change to local foods. Most of the choices are located in bread, meat and vegetable departments. For example chain has an agreement with over 10 local vegetable producers. There are also bigger local food producers agreed with the chain such as Atria (meat products), Valio (milk products), Juustoportti (cheese products), and Pirjon Pakari (baking products).On the other hand it is easier to make a list about the product groups which includes no local food. Macaroni and rice are replaced with the potato, and exotic fruits are replaced with apples and frozen products are replaced with fresh products. Local trend is not so much joined in the frozen products department, but there is still one local producer for the ice cream.

The manager who responds the local store chain´s product assortments is continuously negotiating with the local producers and trying to get as many new agreement producers as the manager can get (Etelä-Pohjanmaan Osuuskaupan lehti 09/2012, 6). Local producer must not be the “big wealthy producer” but he must be able to deliver products regularly. The manager points out that they have many agreed local producers which have only one product and they are only delivering it to the one store only. The most important attributes for the local produced products are suitable for stores, and they meet all the legal demands such as own supervision and package markings. Manager thinks that supporting the local food gives a huge piece of healthy living at the whole chain of Eepee territory. When farmers and other local producers are doing fine, it effect on the business as the same way. Of course the final purchasing decision is made by customers, and Eepee is creating the product assortments based on those customer results.

Change of sales compared to
previous year in %



Store chain market share %

Figure 3. Largest store chains (Kaupan Maailma 03/2012, 27)

Figure 3 shows how incomparable S-Ryhmä is among the other chain stores and markets (Kaupan Maailma 03/2012, 27). S-Market belongs to the group of supermarkets and it had the biggest market share in years 2010 and 2011. Prisma which is hypermarket and belongs to same group S-Ryhmä is at the second place in market share. Differences are not so clear at the moment because these two leading groups of grocery business are limited by state of Finland. Those have so big lead compared to other smaller groups and private grocery companies that state has started to decrease the differences between store chains and smaller competitors.

Network shopping in future

Creating a network shop is so easy that soon we are selling everything to everybody in network (MB 10/2012, 24). When habits to buy and sell changes, changes radically also the habits of living and being. One thing is what does not change. Speed and availability in service makes a difference between winners and losers.

Popularity of network shopping is growing more and more in the future (MB 10/2012, 26). This is also a future sight in Finland. The true breakthrough needs the big operators´ actions. It is now happening, for example Kesko, Sokos and Stockmann are bringing the whole product offering to the network. Also one fact which tells about the network shop being common thing is that creating of network shop is much easier now and it has been made easier for people. There are already free network bases for amateurs who want to try network shop business as entrepreneurs. Also downloadable base of network shop is possible to buy with more attributes and space for products. Usually network entrepreneur pays a maintenance fee for someone who is taking care of workability of network shop.

It is very soon when children are coming to home from the city and they say that they have found a cool shop (MB 10/2012, 27). The thing why they are interested is that actually products can be bought and get right away from that shop. This is happening already in few product groups. Finland is an amateur in the section of selling products in network when compared to UK. Food purchases for the weekend would be ordered beforehand and be reclaimed at the Friday evening from the shop´s drive inn. When cold chain and logistics of products will improve, the products can be delivered straight to the home. During next few years the big volume product groups such as clothes, furniture and home electronics are coming seriously to network shops. Nordic chains of clothes shop have solved the practical problems of network shop. They are announcing very precisely the sizes of clothes and they have created a virtual product presentations and returning the products is made to be really easy. Travel business is good example how network shopping changed the buying behavior at that business area. Hotels and flights are booked through the network and also over 60% of package travels are already booked from the internet.

Competition improves the service

Network shopping of grocery products has started off significantly slower than network shopping of services and expenditure product store (Kaupan Maailma 03/2012, 24). So far consumer has not been ready to pay the price, which logistic arrangements causes. New application for mobile services and growth amount of users are effecting in the near future outstandingly in area of grocery product store.

When the question was that can competition be increased in Finnish grocery business, answer is yes (Kaupan Maailma 03/2012, 24). The tool for competition increase is to dissolve the restrictions. Orders must be changed from tyrannical zoning to free society and poor suitable exclusive sale rights have to be changed. During the years it has be thought that if increasing the meaning of export industry led to forgetting the domestic markets in Finland. Finland has so small national economy that forgetting domestic markets is not an option but both import and export industry should work great. It is time to wake up and improve operational precondition of service sector.

Table 5 explores the history of network shop (MB 10/2012, 28-29). It is so confusing to think that network banks have been existed already at the year 1994 in USA. Also Pizza Hut was very active at that time to develop. Already in year 1995 Amazon and eBay was based and it has been long development until those become successful as those are today. In year 1996 OP-Group followed the lead of American banks and based online banking system and this was unprecedented in Europe so it was a huge step of development.

IT-bubble broke in year 2000 when many companies which offered online services and products fell down (MB 10/2012, 28-29). That was one and only recession for online shopping and services. In year 2003 Amazon started to make profit and it took eight years so it would be long time for Network Company. Amazon can be defended in this situation by saying that IT-bubble broke in the middle of development and it took little bit longer to make profit for Amazon. In year 2005 the share of digital selling at music business was over 1 % of total music selling and it was quite a remarkable accomplishment in business area of music. Itella (Post) made a research in year 2009 which told that 53 % of Finnish people have brought a product from online store, mostly fashion clothes and electronics but still it is remarkable development in Finland when approximately over 2,5 million people have tried online shopping in Finland.

In year 2011 total value of the network shop crossed the border of 10 milliard euros in Finland (MB 10/2012, 28-29). Foreign network shop share was 13 % of 10 milliard euros. Travel services are bought at the value of 3,6 milliard euros. In UK the value of online grocery shop is 6 milliard pounds which is 4 % of total grocery products turnover. Finally in year 2012, 61 % of the travel packages were bought online. Digital shopping value in USA was 200 milliard dollars. Share of digital shop in music business of total selling was 31 %. Based on these facts, online shopping must be the one thing at the future which is pretty sure, that it is going to break all the records at selling. It is only a matter of time when network shop is doing the breakthrough on all business areas where it is capable of doing business.

Table 5. History of network shop (MB 10/2012, 28-29)

Year	Development
1994	First online banks in USA and online order from Pizza Hut web pages
1995	Online book shop Amazon.com and online shop eBay is based
1996	OP-Group online bank operates, first in Europe
2000	IT-bubble breaks, online services companies fall, 2 % of travel bookings is made online in Finland
2003	Amazon.com makes profit first time
2005	Share of digital selling at music business is over 1 % of total music selling
2009	Based on the Itella research, 53 % of Finnish have bought products online. Mostly fashion clothes and electronics
2011	Total value of the network shop crosses the border of 10 milliards in Finland. Foreign network shop share is 13 % of 10 milliards. Travel services are bought value of 3,6 milliard €. In UK the value of online food shop is 6 milliard pounds which is 4 % of total grocery products turnover
2012	61 % of the travel packages is bought online. Digital shopping value in USA is 200 milliard dollars. Share of digital shop in music business of total selling is 31 %

6.3 Change of nutrition recommendations

In this subsection will be told about how nutrition recommendations have changed already and what would be the new direction in future (Children´s healthy food). First is figure about traditional old nutrition recommendation and later will be shown what kind of nutrition recommendation is today.

Figure 4. The eatwell plate, (Children´s healthy food)

Traditional recommendation includes about 1/3 part Fruit and vegetables, 1/3 part of bread, rice, potatoes and pasta and 1/3 of three groups of meat, fat/sugar, and milk products (Children´s healthy food). So there will be large amount of carbohydrates and small amount of proteins which is the key element in this recommendation.

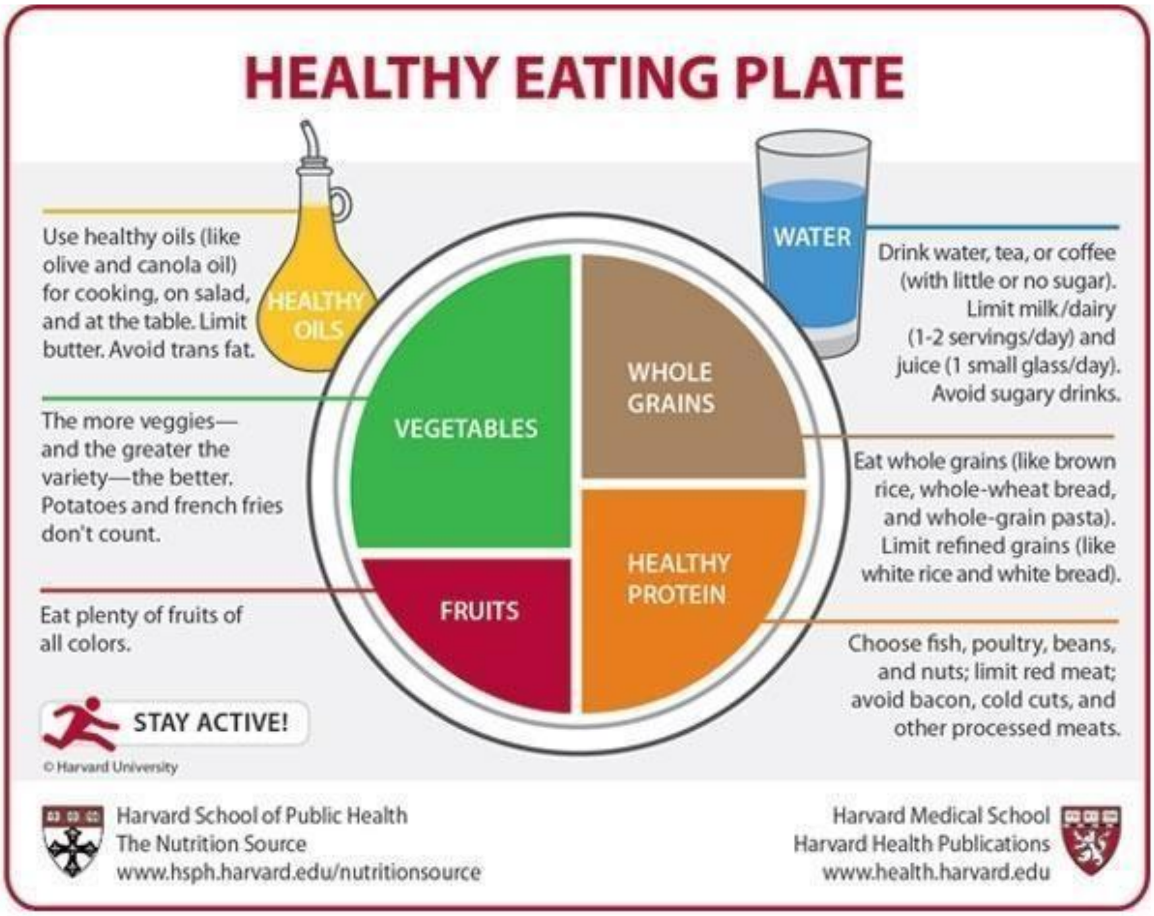


Figure 5. Healthy eating plate (Blisstree)

This latest nutrition recommendation shows that vegetables and healthy proteins products are the biggest parts of the recommendation (Blisstree). Next one is whole grain products and then becomes fruits. The change between traditional and new nutrition recommendations is that new one suggests that people should avoid potatoes, butter, sugars/fat, refined grain (white rice and pasta), red meat, bacon, cold cuts and other processed meats. Concerning this recommendation it is good to use healthy oils, lots of vegetables, lots of fruits, no sugary drinks, whole grain products (brown rice, whole-wheat bread, and whole-grain pasta), fish, poultry, beans and nuts. So this is concentrating on quality and amount of proteins and carbohydrates, natural fibers and quality and form of fat. According to this figure, study results support this material. These are the new trend ideas which were also shown in research of thesis.

6.4 Vision of new modus operandi

This modus operandi is operated basing on the research. Figure out for example international large baking industry company. The most important first action is to make prioritization about the most important “hot brand” breads and bakery products. Most important action is to concentrate at the moment to regional products and seasonal products, which has a certain demand. For example regional breads are in Western Finland Fazer Ruispuikula and Vaasan Ruispalat, in Helsinki paper packed breads and so on. Examples about seasonal breads are loaf breads, Tippa-bread, and doughnuts. It can be used 60% of the resources for this action. Secondly 30 % of resources should be used for breads which carry on the brand of the company and story within. Future trend breads should be used 10 % of resources for example: Full grain products, organic products, added ingredients. Because demand is continuously changing, the company can´t invest blindly on future products. Only the full grain trend is absolutely sure. Trend is coming from America and it is coming to Finland. Healthy lifestyles and homemade food are future retro trends.

Company must bring these new trend products for testing stage on local baking units, where these new products will be consulted like any other grocery product in store. At the beginning it might be good to start with one “special consult day” in week, and follow if customers are addicting to that. Customers might get idea that they have to be on every Friday on “Sweet Flavors”- consulting campaign. Social media is a future marketing department and there is an specialist team behind scenes. Social media will bring this event up on Internet and there would be daily changing games, lotteries and other kind of fun in the Sweet Flavors web page for example in Facebook. Good example of well implemented social media campaign in Internet would be ice hockey team´s social media appearance, real ice hockey fans are following the web pages daily. This kind of happening must be created also for example for enthusiastic bakers, bakery and cooking students and professionals and other kind of excited and occupational specific target groups, which are willing to follow the web pages, blogs, Facebook updates and tweets daily. Marketing must be people and environment oriented: Key words are pricing, outlook, functionality, domestic, traceability and added ingredients.

6.5 Reliability and validity of the results

Reliability of qualitative research improves if the realization of the research has been declared and explained properly (Hirsjärvi 2009, 231-233). Specificity of declaring concerns all the stages of the research. Stages of material creating have to be explored very specifically and truthfully. For example interview place, interview circumstances, and all other observations are also recommended to describe. It is good to explore also that how much time is spent on interviews, possible distractions, mistakes in interpreting during interviews and self-assessment of the situation.

Reliability of the research means that study results can be repeated when other researchers is studying the same issue (Hirsjärvi 2009, 231-233). Because of this the study results can´t be random but reliable. For example if two professors get same kind of study results when researching something and also if same person is studied by different studies and same results are gathered, research is reliable.

Another term is validity which is also a part of evaluation of the study (Hirsjärvi 2009, 231-233). Validity means how research method or indicator is capable of measuring the research problem. Indicators and research methods are not always responding to study needs. For example questionnaire sheet creation must be done carefully, because the questions can be understood in different ways. Then the answers might be processed differently and then results can´t be valid. It must be a collective way of thinking that every member of the study would have same point of view.

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APPENDICES

APPENDIX 1. First round questions

Tämä kyselylomake on toteutettu noudattamaan Delfoi-menetelmän perusteita. Kyselylomakkeeseen on kerätty ennakointitrendejä, jotka mahdollisesti vaikuttavat tulevaisuuden markkinoihin. Teen ennakointitutkimusta vähähiilihydraattisesta ruokavaliosta opinnäytetyönäni. Itse haastattelu on kaksivaiheinen, ensimmäisessä vaiheessa haastatellaan eri alojen asiantuntijoita tämän lomakkeen pohjalta ja toisessa vaiheessa nostetaan esiin väitteitä ja näkökohtia (yhteenveto kaikista vastauksista). Menetelmän mukaisesti toisella kierroksella on asiantuntijoilla mahdollisuus arvioida saatuja tuloksia.

Se mikä tässä haastattelussa on tärkeä tietää, että haastattelun aikana anonyymiteetti säilyy koko ajan. Eli haastateltavien nimiä ei paljasteta, eikä niitä myöskään laiteta lähdeluetteloon. Haastateltavista on kerrottava vain ne kriteerit, millä perusteella heidät on valittu paneeliin ja minkä alan asiantuntemusta he edustavat.

Viimeisellä sivulla on mainittuna ne lähteet, joita olen käyttänyt hyväkseni toteuttaessani kyselylomaketta.

1. a) Mainostoimistoyrittäjä ja Strateginen Planner, Riikka Merisalo, kertoo tutkimuksessaan "Visio 2025", että kulutustuotteiden sukupolvet kehittyvät 7 vuoden välein ja massatuotteeksi kehitytään 7-15 vuoden sisällä. Jos puhutaan leipätuotteista, esimerkiksi vähähiilihydraattiset leivät, voisiko väite pitää paikkansa? Perusteluja mielipiteelle? Voiko olla, että tulevaisuudessa ei kehitytä enää massatuotteeksi vaan tuotevalikoimaa muokataan jatkuvasti alati vaihtuvan kysynnän mukaan? Tämän päivän trendi on vähähiilihydraattinen leipä, huomisen päivän trendi on joku muu?

1. b) Ensimmäiset vähähiilihydraattiset leivät tulivat kaupan hyllyille kesällä 2011, ja Karppinen-leipää on jo myyty 24.10.2011 mennessä jopa 1 000 000 kpl (totesi Perheleipurit TJ Pasi Kuosmanen). Faktan perusteella kehitys vähähiilihydraattisen Karppinen-leivän kohdalla on nopeampaa kuin mitä Riikka Merisalo väittää. Onko näin nopea myynnin kehitys merkki ainoastaan tuotteen äkkikuolemasta vai hurjasta noususta markkinoiden huipulle?

2. Oletteko samaa mieltä Riikka Merisalon kanssa, että lähiruoka kaataa einesteollisuuden? Ruokaa tuotetaan tulevaisuudessa lähellä ja luonnon mukaisesti. Perusteluja miksi olette sitä mieltä? Onko olemassa jo joitakin esimerkkejä lähituottajista, jotka ovat jo syrjäyttäneet einesteollisuuden yrityksiä? Kun puhutaan erikoisleivistä esimerkiksi vähähiilihydraattisista leivistä, ovatko ne imagollisesti tai tuotannollisesti (esim. ei massatuotantoleipiä) rinnastettavissa lähiruokaan? Kulkeeko tämä trendi käsi kädessä sen asian kanssa, että nykyisin on tullut markkinoille monia uusia erikoistuotteita, jotka ovat jo korvanneet useita perinteisiä leipätuotteita?

3.a) Riikka Merisalo: Tulevaisuudessa menestyksen avainsanoja ovat: Ruoan laatu, raaka-aineiden alkuperä ja puhtaus. Voiko näistä tulla alan toimitsijoiden keskuudessa suurimpia kilpailuetuja? Perusteluja mielipiteelle?

3.b) Voidaanko vähähiilihydraattista ja gluteiinitonta ruokavaliota mielestänne markkinoida autoimmuunisairauksia (esim. reuma) parantavana ja ehkäisevänä keinona? Lääkäri Antti Heikkilä kertoi Studio55.fi-lähetyksessä, että reuman hoitoon ei välttämättä tarvitse lääkkeitä. ”Kaksi keskeistä aiheuttajaa ovat viljat ja muokattu maito, joista viljat on se tavanomaisempi. Viljan gluteeni aiheuttaa autoimmuunireaktion elimistössä, ja nivelet ovat sen yksi kohde. Maidon proteiinit voivat tehdä saman”, Heikkilä sanoo.

4. Ruoan jakelu pirstoutuu pienempiin korttelikaupan kokoisiin yksiköihin ja peruselintarvikkeiden verkkojakeluun, jolloin kaupan osto-ohjauksen rooli pienenee tuottajien tullessa itse omien toimipisteidensä kautta lähelle kuluttajia, toteaa Riikka Merisalo. Onko Fazerin leipomo ottanut tässä asiassa ison harppauksen tulevaisuutta kohti perustamalla lähileipomoyksiköitä kauppakeskuksiin? Onko lähileipomoyksiköissä myös mahdollista markkinoida, myydä ja konsultoida uusia tuotteita entistä toimintamallia paremmin? Tämän avulla voisi olla mahdollista tuoda uusia erikoistuotteita paremmin esille ja lähelle kuluttajia.

5. Länsi-Euroopassa, esimerkiksi Ranskassa ja Saksassa lähileipomokulttuuri lähileipomoyksiköineen on toiminut mallikkaasti. Tulisiko Suomen ottaa mallia Länsi-Euroopan tyylistä ja onko Suomen kokoisessa maassa mahdollista pystyä samanlaiseen tulokseen siirtymällä täysin lähileipomokulttuuriin? Esimerkkinä Saksalainen lähileipomo Back Factory, joka on Franchise-yritys, jolla on 130 toimipistettä. Markkinajohtaja omalla alallaan Saksassa. Toisin kuin tavalliset lähileipomot, tuotteet valmistetaan paikan päällä ja kysynnän mukaan, jopa 130:ssä eri Back Factory toimipisteessä. Asiakas valitsee tuotteet selfservice-periaatteen mukaisesti ja maksaa ostoksensa kassalla ja pakkaa tuotteet pusseihin itse. 2010 Back Factory saavutti korkeimman keskimyynnin liikevaihdon alallaan, 673,000€. Yritys saavutti 80 Milj. € liikevaihdon ja työllisti 1 500 vakituista ja osa-aikaista työntekijää vuonna 2010. Tiedättekö onko muualla Euroopassa tai yleisesti ympäri maailmaa vähähiilihydraattinen ruokavalio ottanut paremmin tuulta alleen kuin Suomessa? Mistä se voisi johtua?

6. Olisiko sosiaalisessa mediassa mahdollisuuksia saada vakuutettua ihmiset joko vähähiilihydraattisista tuotteista tai entisistä teollisista leipomotuotteista? Oletteko koskaan kuulleet, että jokin leipomo olisi koittanut tällaista tempausta? (Esimerkiksi Technorati Media Partners löysi vuoden 2008 alussa maailmasta 13 milj. aktiivista blogia. 34% kaikista blogien lukijoista on vaikuttajia ja blogit saavat jopa 28% lukijoista toimimaan, todettiin lähteessä 2, Marketing 3.0 kirjassa) Tässä voisi olla yksi tehokas tapa vaikuttaa kuluttajiin unohtamatta muita sosiaalisen median vaikutuskeinoja?

7. Alvin Tofflerin (kuuluisa amerikkalainen kirjailija ja futuristi) mukaan tulevaisuuden kehitys on menossa ihmis- ja ympäristöläheisempään suuntaan, jolloin markkinoinnin avainsanoja ovat: luovuus, kulttuuritekijät, kulttuuriperimä ja ympäristötekijät. Oletko samaa mieltä asiasta, jos et niin miksi? Nykyään kaupan hyllyillä on jo merkkejä luovuudesta, kun on gluteeinittomia ja vähähiilihydraattisia ja luomuleipiä. Tulevaisuudessa saattaa tulla markkinoille myös leipätuotteita, joihin on lisätty esimerkiksi erilaisia vitamiineja, ja luontaistuotteita tai luontaislääkkeitä? Onko sellaisia jo olemassa?

8. Tulevaisuudessa tuotteen hinta ei ole tärkein vaikuttava tekijä ostopäätökseen vaan olennaista on tuotteen alkuperä, tuoreus ja luonnonmukaisuus ja ruoan laatu (terveydellisyys, kotimaisuus, jne.). Korvaavatko nämä tuotteen ominaisuudet halvan hinnan tärkeysjärjestyksessä? Laskeeko siis hinnan merkitys tulevaisuudessa merkittävästi? Asiakkaiden mielestä leipä pitäisi olla tuoreempaa ostettaessa, mutta kuinka leipätuotteet saataisiin pidettyä vieläkin tuoreempana kunnes ne päätyvät asiakkaille? Onko Suomessa tuotettu leipä yhtä suosittua myös tulevaisuudessa, vaikka esimerkiksi Virossa olisi halvempi tuottaa yhtä hyvälaatuista leipää paljon halvemmalla? Perustelu.

9. Massatuotantoleipien kysyntä on laskenut viime aikoina ja terveellisten erikoistuotteiden kysyntä kasvanut. Pienet leipomot ovat päässeet valokeilaan ja isommat leipomot yrittävät sopeutua nykyiseen markkinatilanteeseen. Pitääkö väite paikkansa? Perusteluja sille?

10. Onko jotain muuta trendiä tai suuntausta, jotka vaikuttaisivat tulevaisuuden leipätuotteiden kysyntään ja jos on niin kuinka konkreettisesti ne vaikuttaisivat?

Lähde 1: Riikka Merisalo on mainostoimistoyrittäjä ja strateginen planner, joka on toiminut työuransa aikana noin 350 eri kokoisen, eri toimialoilla ja eri kokoisilla markkinoilla operoivien asiakasyritysten tuotannosta, tuotekehityksestä ja markkinoinnista vastaavien johtajien kanssa. Laaja kokemus markkinoiden toimintamekanismeista on auttanut häntä kokoamaan taloutemme rakenteisiin ja kysyntään vaikuttavia näkymiä mielenkiintoisiksi ja oivaltaviksi ajatuksiksi. Kirjan taustalla oleva VISIO2025-tutkimustyö toteutettiin Riikka Merisalon johdolla Mainostoimisto Pundassa kesän ja alkusyksyn 2009 aikana.

Lähde 2: Marketing 3.0: From Products to Customers to the Human Spirit, 2010, Philip Kotler, Hermawan Kartajaya and Iwan Setiawan. Tämän kirjan suomenkielinen käännös oli toinen lähde, jota käytin kysymyslomakkeen valmistelussa. Myös kyselylomakkeessa ja kyseisessä kirjassa mainittu amerikkalainen kirjailija ja futuristi Alvin Toffler, joka on kuuluisa töistään ”Digital Revolution”, ”Communication Revolution”, ”Corporate Revolution” ja ”Technological singularity”. Hän perusti oman yrityksen nimeltä ”Toffler Associates”, johdon konsultointi yritys.

Lähde 3: Studio 55, Lääkäri Antti Heikkilä, ”Antti Heikkilä lähetyksessä: Reumaa hoidetaan liian raskaalla lääkityksellä”, ja ”Särkeekö sormiasi? Syy voi löytyä leivästä ja maidosta”, ja ”Antti Heikkilä: Onko sinulla näitä oireita? Ratkaisu tervehtymiseen on helppo”

Lähde 4: Back Factory, company profile, http://www.back-factory.de/1/the-company.html

APPENDIX 2. Summary for second round

Tämä kyselylomake on toteutettu noudattamaan Delfoi-menetelmän perusteita. Kyselylomakkeeseen on kerätty ennakointitrendejä, jotka mahdollisesti vaikuttavat tulevaisuuden markkinoihin. Teen ennakointitutkimusta vähähiilihydraattisesta ruokavaliosta opinnäytetyönäni. Itse haastattelu on kaksivaiheinen, ensimmäisessä vaiheessa haastatellaan eri alojen asiantuntijoita tämän lomakkeen pohjalta ja toisessa vaiheessa nostetaan esiin väitteitä ja näkökohtia (yhteenveto kaikista vastauksista). Menetelmän mukaisesti toisella kierroksella on asiantuntijoilla mahdollisuus arvioida saatuja tuloksia.

Se mikä tässä haastattelussa on tärkeä tietää, että haastattelun aikana anonyymiteetti säilyy koko ajan. Eli haastateltavien nimiä ei paljasteta, eikä niitä myöskään laiteta lähdeluetteloon. Haastateltavista on kerrottava vain ne kriteerit, millä perusteella heidät on valittu paneeliin ja minkä alan asiantuntemusta he edustavat.

Viimeisellä sivulla on mainittuna ne lähteet, joita olen käyttänyt hyväkseni toteuttaessani kyselylomaketta.

1. a) Mainostoimistoyrittäjä ja Strateginen Planner, Riikka Merisalo, kertoo tutkimuksessaan "Visio 2025", että kulutustuotteiden sukupolvet kehittyvät 7 vuoden välein ja massatuotteeksi kehitytään 7-15 vuoden sisällä. Jos puhutaan leipätuotteista, esimerkiksi vähähiilihydraattiset leivät, voisiko väite pitää paikkansa? Perusteluja mielipiteelle? Voiko olla, että tulevaisuudessa ei kehitytä enää massatuotteeksi vaan tuotevalikoimaa muokataan jatkuvasti alati vaihtuvan kysynnän mukaan? Tämän päivän trendi on vähähiilihydraattinen leipä, huomisen päivän trendi on joku muu?

1. b) Ensimmäiset vähähiilihydraattiset leivät tulivat kaupan hyllyille kesällä 2011, ja Karppinen-leipää on jo myyty 24.10.2011 mennessä jopa 1 000 000 kpl (totesi Perheleipurit TJ Pasi Kuosmanen). Faktan perusteella kehitys vähähiilihydraattisen Karppinen-leivän kohdalla on nopeampaa kuin mitä Riikka

Merisalo väittää. Onko näin nopea myynnin kehitys merkki ainoastaan tuotteen äkkikuolemasta vai hurjasta noususta markkinoiden huipulle?

Vähähiilihydraattisen leivän osuus on ollut parhaimmillaan vain pari prosenttia esim. vaalean leivän markkinaosuudesta, eli ei ole koskaan ollutkaan massatuote. Eikä luultavasti tule koskaan sellaiseksi muuttumaankaan. Nykyään tuotteiden sykli eli elinkaari on lyhentynyt, nopeita nousuja ja laskuja. Kehittyminen suuntaan ja toiseen on nykyään nopeampaa. Kaupan malttamattomuus on myös yksi ongelma hitaasti kehittyvien tuotteiden kohdalla (d-listaus). Massaleivät säilyvät varmasti, mutta jatkuvasti kehitetään rinnalle uusia erikoistuotteita. Kuluttajaryhmät ovat pirstaloituneet ja sen takia kysyntä on jakautunut moneen eri trendiin. 7-15 vuoden aika on ihan liian pitkä kun puhutaan yleisesti leipätuotteista.

2. Oletteko samaa mieltä Riikka Merisalon kanssa, että lähiruoka kaataa einesteollisuuden? Ruokaa tuotetaan tulevaisuudessa lähellä ja luonnon mukaisesti. Perusteluja miksi olette sitä mieltä? Onko olemassa jo joitakin esimerkkejä lähituottajista, jotka ovat jo syrjäyttäneet einesteollisuuden yrityksiä? Kun puhutaan erikoisleivistä esimerkiksi vähähiilihydraattisista leivistä, ovatko ne imagollisesti tai tuotannollisesti (esim. ei massatuotantoleipiä) rinnastettavissa lähiruokaan? Kulkeeko tämä trendi käsi kädessä sen asian kanssa, että nykyisin on tullut markkinoille monia uusia erikoistuotteita, jotka ovat jo korvanneet useita perinteisiä leipätuotteita?

lähiruoka lisääntyy, lähileivonta oli ennen kovassa nousussa ja sitten vähän laskussa ja nykyisin aika tasaista. Aiheuttaa kilpailua einesteollisuudelle, muttei koskaan syrjäytä sitä. Lähiruokaa tuotetaan tulevaisuudessa varmasti enemmän ainakin maaseutuympäristössä mutta isoissa kaupungeissa ei ole mahdollisuuksia. Hyviä esimerkkejä lähituottajista ovat Juustoportti, Ilmajoen Makkaramestarit, Ilmajoen Osuusmeijeri, Maalahden Limppu. On myös olemassa sellaisia lähiruokatuotteita ja toimintaa kuten paikallisen luomutuottajan mysliä, vapaan kanan munia, paikallista teurastamotoimintaa, maito haetaan suoraa tilalta ja nykyinen maitoautomaatti. Yksittäisille ihmisille lähiruoka tarjoaa hyviä erilaisia vaihtoehtoja mutta sitä ei voi kokea laajana uhkana einesteollisuudelle. Jos mietitään pelkästään imagollista puolta niin iso yritys ”ei voi tuottaa lähiruokaa”. Suomessa on eineskulttuuri ja Suomi taitaakin olla ainoa maa missä on *einesruokia. Einesruokia voitaisiin kehittää ja mainostaa lähiruokana, koska ne on silti tuotettu Suomessa*

3.a) Riikka Merisalo: Tulevaisuudessa menestyksen avainsanoja ovat: Ruoan laatu, raaka-aineiden alkuperä ja puhtaus. Voiko näistä tulla alan toimitsijoiden keskuudessa suurimpia kilpailuetuja? Perusteluja mielipiteelle?

Raaka-aineet Suomesta, laatu on todella tärkeä ja jäljitettävyys, ihmiset haluavat tietää missä ja kuka on tuotteet tehnyt. Turvallisuus ja terveellisyys ja jäljitettävyys tulevat säilymään ja ovat tärkeitä. Ulkomaalaisia lihojakin ostetaan Suomessa, mutta asiakkaita kiinnosta jäljitettävyys. Ulkomaisuus ja suomalaisuus jakautuvat keskenään, oston ratkaisee hinta, laatu ja turvallisuus terveellisyys. Kansallisella tasolla periaatteessa samoja aineita, kotimaisuus eli raaka-aineen alkuperä suomesta on kasvuluvut ovat olleet hyvin positiiviset. Protektionismi ilmiönä kasvaa, euroopan yhdentyminen ei ole onnistumassa ja rajasuojia haetaan. Farmari ja kaupungilais vastakkainajattelu häipynyt suurimmaksi osaksi. Halutaan kotimaan hyvinvointi, kun rajat on auki niin halutaan turvata oman väestön hyvinvointi ja työpaikat. Samaa mieltä, läpinäkyvyys tuotannossa Atria, painaa broileripakkaukseen millä tilalla se broileri on tuotettu. Ihmiset haluaa tarinoita tuotteiden taakse ja kuka on tuottanut ja millaiset olosuhteet sillä elukalla on ollu mistä se koostuu ja mikä on tarpeellista. Ruoan laatu on perusedellytys, hyvää,tuoretta ja mikrobiologisesti laadukasta, jos nämä ei toteudu niin jäljitettävyys auttaa kun on epäonnistuttu. Lähituottaja jos vahingos tekee myrkyllistä ruokaa niin ei ole niin iso katastrofi kuin esim euroopan kokoisella suuryrityksellä.

3.b) Voidaanko vähähiilihydraattista ja gluteiinitonta ruokavaliota mielestänne markkinoida autoimmuunisairauksia (esim. reuma) parantavana ja ehkäisevänä keinona? Lääkäri Antti Heikkilä kertoi Studio55.fi-lähetyksessä, että reuman hoitoon ei välttämättä tarvitse lääkkeitä. ”Kaksi keskeistä aiheuttajaa ovat viljat ja muokattu maito, joista viljat on se tavanomaisempi. Viljan gluteeni aiheuttaa autoimmuunireaktion elimistössä, ja nivelet ovat sen yksi kohde. Maidon proteiinit voivat tehdä saman”, Heikkilä sanoo.

Ei ole kunnolla tutkittua tietoa, vain Heikkilän omaa juttua, bisneslääkäri. Ei ole ravitsemustieteilijä vaan ortopedi. Röyhkeää julkisuutta ja vain himokarppaajat uskovat tähän, uskovaisia. Poimii osatotuuksia ja rakentaa niistä itselleen sopivan mallin. Karppausliike on muuttuvassa järkevämmäksi, ruvetaan säännöstelemään hiilihydraatteja muttei poisteta niitä kokonaan. Laaja karppaus johtaisi keski-iän laskuun tutkimuksen mukaan. Heikkilä monenlaista esittää eikä kaikessa välttämättä ole hakoteillä, vehnäsensitiivisyys ilman keliaakkiaa. Reuma on kuulemma hurjasti vähentynyt, ilmiönä väistyvä sairaus voi myös johtua hoitomenetelmistä. Makronutriettitasolla ihminen kestää paljon vaihtelua, tällä hetkellä hiilihydraatit biologista muokkautumista tapahtuu nykyään vähemmin? joka voi vaikuttaa enemmän. En usko Heikkilään. Kansa rakastaa ”ehdottomia oikeita totuuksia”. Heikkilällä yksi totuus. Mun mielestä ei, vaikka hän on lääkäri ja on kokemusta, ei kuka tahansa voi ruveta julistamaan jotakin vaan pitää luottaa viralliseen näkymään. Yksilöllinen puoli että jos jollakin auttaa kyseinen juttu, niin ok muttei saa puhua virallisena asiana. Heikkilällä on paljon hyviä ja huonoja väittämiä, että pitäisi käydä väite kerralla läpi ja tutkia paljon paljon huolellisemmin että voi tehdä johtopäätöksiä. Syö hyvää ja terveellistä leipää eikä huonoa ja epäterveellistä leipää. Media yleistää enemmän Heikkilän juttuja kuin hän on itse tarkoittanut.

4. Ruoan jakelu pirstoutuu pienempiin korttelikaupan kokoisiin yksiköihin ja peruselintarvikkeiden verkkojakeluun, jolloin kaupan osto-ohjauksen rooli pienenee tuottajien tullessa itse omien toimipisteidensä kautta lähelle kuluttajia, toteaa Riikka Merisalo. Onko Fazerin leipomo ottanut tässä asiassa ison harppauksen tulevaisuutta kohti perustamalla lähileipomoyksiköitä kauppakeskuksiin? Onko lähileipomoyksiköissä myös mahdollista markkinoida, myydä ja konsultoida uusia tuotteita entistä toimintamallia paremmin? Tämän avulla voisi olla mahdollista tuoda uusia erikoistuotteita paremmin esille ja lähelle kuluttajia.

Lähileipomoiden menestyminen perustuu pelkästään hypermarketteihin, asiakasvirrat niin suuret hypermarketeissa. Ei usko että hypermarketit kuolee. Kauppa ottaa muutaman prosentin kassavirrasta. Ei ole edes heikkoja signaaleja että näin kävisi, on tulevaisuudelle suunnitelmia isojen kauppojen rakentamisesta, *lähileipomo perustuu isojen leipomoiden ja kauppojen alaisuuteen. Pienessä mittakaavassa koemarkkinointia ja reseptejä voidaan testailla vaikka seuraavana päivänä. Tuotetestaukseen ja uutuustuotekehitykseen olisi loistava väline, mutta ei ole vielä hyödynnetty tarpeeksi. Jos taktiikka on isojen linjojen leivät ja lähileipomo tekee lyhyen ja pienen linjan leipää niin ne eivät kohtaa. Uusi sukupolvi varmaan tottuu nettikauppaan, elintarvike ja elektroniikka.. Elintarvikkeen saatavuus on niin hyvä niin elintarvikkeis ei välttämättä tarvi. Pitäis olla selkeä etu ja tarve esim. vanhoilla ihmisillä kun on vaikea liikkua, mutta sitten vasta kun tilaaminen esim ipadilla on niin yksinkertaista että vanhatkin ihmiset osaa käyttää, niin sitten toteutuu mutta hitaalla kehityksellä. Ihan varmasti antaisi lähituottajille mahdollisuuden (nettitilaaminen). Verkkojakeluun uskon, ihan varmasti on tulossa ja hyvin paljon kiinnostusta on asiaa kohtaan. Pirstoutuminen ei ole varmaa onko kannattavaa ja kestävää. Isojen kauppojen ketjuohjaus on aina läsnä, silloin toiminta ei ole riippumatonta kuin pienessä korttelikaupassa. Korttelikauppatyyli yleistyy isoissa kaupungeissa, muttei pienemmissä. Verkkojakeluun ei uskota. Mitä monipuolisempi, aidompi ja kovempi kilpailu niin sitä edullisempaa ja laadukkaampaa ruokaa asiakkaat saa. Kryhmä ja Sryhmä hallitsee markkinoita eivätkä kumpikaan oikein pysty lisäämään myyntiään ja voittoaan. rupee tyytymään ja varmistelemaan omaa tilannettansa johdossa, aiheuttaa vähän kalliimman hinnan markkinoilla.*

5. Länsi-Euroopassa, esimerkiksi Ranskassa ja Saksassa lähileipomokulttuuri lähileipomoyksiköineen on toiminut mallikkaasti. Tulisiko Suomen ottaa mallia Länsi-Euroopan tyylistä ja onko Suomen kokoisessa maassa mahdollista pystyä samanlaiseen tulokseen siirtymällä täysin lähileipomokulttuuriin? Esimerkkinä Saksalainen lähileipomo Back Factory, joka on Franchise-yritys, jolla on 130 toimipistettä. Markkinajohtaja omalla alallaan Saksassa. Toisin kuin tavalliset lähileipomot, tuotteet valmistetaan paikan päällä ja kysynnän mukaan, jopa 130:ssä eri Back Factory toimipisteessä. Asiakas valitsee tuotteet selfservice-periaatteen mukaisesti ja maksaa ostoksensa kassalla ja pakkaa tuotteet pusseihin itse. 2010 Back Factory saavutti korkeimman keskimyynnin liikevaihdon alallaan, 673,000€. Yritys saavutti 80 Milj. € liikevaihdon ja työllisti 1 500 vakituista ja osa-aikaista työntekijää vuonna 2010. Tiedättekö onko muualla Euroopassa tai

yleisesti ympäri maailmaa vähähiilihydraattinen ruokavalio ottanut paremmin tuulta alleen kuin Suomessa? Mistä se voisi johtua?

Samanlainen esimerkki Helsingin asematunnelin S-Market, sisällä oli paistopiste, mutta ulkoakin myytiin ohimennen leipiä. Ainoastaan menestyy isoissa keskuksissa, ja Saksassa muutenkin leipäkulttuuri paljon erilainen kuin Suomessa, totuttu pikkuleipomoihin ja kahviloihin päinvastoin kuin Suomessa. Ruotsissa ja Suomessa villitys karppaus. Install backery Backfactory, Fazer lähileipomo on jauholeivontapaikka, alueellisine erikoisuuksineen. 80% volyymistä einestuotteet. Koemarkkinointitempauksia on tehty lähileipomossa. S-ketju hallinnoi täysin lähileipomoa, joten ei ole niin tuottava kuin luulisi. Karppaus tullu Suomeen viimeisenä, 2000-luvun alussa Jenkeissä iso juttu ja levis Eurooppaan, eka aalto meni ohi suomesta mut tuli uudestaan. Kansa hurahti puoleksitoistavuotta Usassa, kehityksen tuloksena täysjyväleipien myynnin arvo meni arvossa ei volyymissä ohi vaalean leipien arvosta 2011. Tosi iso juttu. Kehitys kulkee karppauksen kautta täysjyväleipiin, ja ruisleipiin (suomessa). (myös kauraleipä ja muut terveelliset leivät). Candy King konsepti tulisko leipäpuolelle Suomessa? Tuoreusongelma leivän kans. Ajatus back factorysta on hyvä mutta olen epäileväinen sen suhteen. Asutus on harvaa ja pienempiä ihmismääriä liikenteessä väkimäärä ei vaan riitä semmoiseen toimintaan. Silloin kun suomeen tuli karppaus nii tuli jo viestiä maailmalta että karppaus on loppunut. Marginaalista myös muualla. Saksasta Tanskaan ja Tanskasta Fazer levittänyt lähileivonnan Suomeen. Joka toinen kk uus paistopiste Fazerilta. ei ole rahasampoja, mutta tuottaa ehkä hiukan voittoa.

6. Olisiko sosiaalisessa mediassa mahdollisuuksia saada vakuutettua ihmiset joko vähähiilihydraattisista tuotteista tai entisistä teollisista leipomotuotteista? Oletteko koskaan kuulleet, että jokin leipomo olisi koittanut tällaista tempausta? (Esimerkiksi Technorati Media Partners löysi vuoden 2008 alussa maailmasta 13 milj. aktiivista blogia. 34% kaikista blogien lukijoista on vaikuttajia ja blogit saavat jopa 28% lukijoista toimimaan, todettiin lähteessä 2, Marketing 3.0 kirjassa) Tässä voisi olla yksi tehokas tapa vaikuttaa kuluttajiin unohtamatta muita sosiaalisen median vaikutuskeinoja?

Sosiaalisen median vaikutusvalta tulee kasvamaan kaikessa kaupankäynnissä. Sosiaalisen median osuus markkinoilla nousee huomattavasti. Blogeja on tullut riittävästi, aluksi olivat uskovaisia jotka halusivat julistaa omaa uskoaan ja nykyään on tullut luotettavaan tietoon perustuvia blogeja, esim. monipuolisen ruokavalion ja terveyteen perustuvia blogeja. Sosiaalista mediaa on yksi firma käyttänyt ja arvosteltu suomen parhaaksi, erilaisia blogeja ja sivustoja. Teollisuusyrityksestä puhuttaessa skeptinen olo, kääntyykö yritystä vastaan. Todella haastavaa ja vaikeaa olla asiantunteva ja saada se oma syötti sisälle joutumatta ryöpytyksen kohteeksi. Nuoreen sukupolveen todella hyvä vaikutustapa, koska kaikki laitteet ovat nykyään mediassa kiinni ja kaikki mainokset ja mediat tulevat kuluttajien luo. Löytääkö suuri yleisö plus 50 ikäiset käyttääkö ne sitä sillai et ne vois löytää sieltä jotain uutta? Mut nuorille ihan varmasti. Hakurobotit tulevat tulevaisuudessa leipähintaseuranta? Leipien pisteytys, blogien kirjoittelua.

7. Alvin Tofflerin (kuuluisa amerikkalainen kirjailija ja futuristi) mukaan tulevaisuuden kehitys on menossa ihmis- ja ympäristöläheisempään suuntaan, jolloin markkinoinnin avainsanoja ovat: luovuus, kulttuuritekijät, kulttuuriperimä ja ympäristötekijät. Oletko samaa mieltä asiasta, jos et niin miksi? Nykyään kaupan hyllyillä on jo merkkejä luovuudesta, kun on gluteeinittomia ja vähähiilihydraattisia ja luomuleipiä. Tulevaisuudessa saattaa tulla markkinoille myös leipätuotteita, joihin on lisätty esimerkiksi erilaisia vitamiineja, ja luontaistuotteita tai luontaislääkkeitä? Onko sellaisia jo olemassa?

Yksi firma yritti sellaista leipää tuoda markkinoille, joka alentaa kolesterolia, mutta se ei tullut markkinoille luultavasti Suomen lainsäädännön takia. Noin varmasti voi käydä. Täysjyvävehnä, täysjyväruis ovat jo niitä tuotteita. Eurooppalainen kuluttaja on todella konservatiivinen kuluttaja, mutta Usassa syödään aluksi hyvin ja otetaan pillerit päälle tyyliä. naturaali ja autenttinen on nykyyän vähän kuin trendi mut mikä on seuraavan päivän trendi. Hinta on keula edessä myyntiargumenteissa, ja hyvän tuotteen ja hyvännäköisen tuotteen lisäksi saattaa tulla lisäetuina tällaisia lisäaineita muttei mennä sillä keula edellä. Osittain olen samaa mieltä, ympäristöasiat kiinnostaa liittyen lähiruokaan, kulttuuritekijöiden ja perimän suhteen ollaan skeptisiä. Omega 3-rikastettuja pellava, on nähty, odottava tila, ESSA julkaisemaan väittämiä joita saa sanoa elintarvikkeista jotka *liittyy ihmisen terveyteen. ainoastaan niitä saa käyttää. Säästetään resursseja eikä tuplata niitä, poislukien Kiina ja venäjä. Aluksi riittää ruoka ja sitten halutaan seuraavaksi laatua, riippuen vaurastasosta.*

8. Tulevaisuudessa tuotteen hinta ei ole tärkein vaikuttava tekijä ostopäätökseen vaan olennaista on tuotteen alkuperä, tuoreus ja luonnonmukaisuus ja ruoan laatu (terveydellisyys, kotimaisuus, jne.). Korvaavatko nämä tuotteen ominaisuudet halvan hinnan tärkeysjärjestyksessä? Laskeeko siis hinnan merkitys tulevaisuudessa merkittävästi? Asiakkaiden mielestä leipä pitäisi olla tuoreempaa ostettaessa, mutta kuinka leipätuotteet saataisiin pidettyä vieläkin tuoreempana kunnes ne päätyvät asiakkaille? Onko Suomessa tuotettu leipä yhtä suosittua myös tulevaisuudessa, vaikka esimerkiksi Virossa olisi halvempi tuottaa yhtä hyvälaatuista leipää paljon halvemmalla? Perustelu.

Hinta on jos ei tärkein niin kolmen tärkeimmän ominaisuuden kärjessä ostopäätöstä tehdessä. Paperipussileivät pitää olla lähellä tuotettuja, ja taas paahtoleivät pysyvät tosi kauan pehmeinä. On yritetty sitä että aamulla tuodaan yksi kuorma ja illalla toinen kuorma, mutta kokeilu on kuivunut, koska kauppiaat haluavat aamusta heti leipähyllyt täyteen eli yhden kuorman systeemillä. Aika arveluttavaa sellainen että brändi esim Ruispuikulat, mutta pussissa lukisi että valmistettu virossa. Aina kokonaisuus, jossa hinta on tärkein osa. 2060 ei luonto pysty enää seuraamaan väestönkasvua, ruoantuotannosta ja riittävyydestä tulee väestönkasvua hidastava tekijä. yksikin agrishokki Intiassa ja Kiinassa sotkis ensi vuonna koko maailman ruokatilanteen. Venäjälle 2010 agrishokki iski. Jos Intiaan tai Kiinaan, niin hinnat moninkertaistuisi. Ihmiset luottaa että tulee hyvälaatuista ruokaa ja hinnan perusteella valitaan, vähemmistö haluaa luxuria. Kyllä varmasti osittain ohittavat hinnan, osa ihmisistä painottavat tiettyä osa-aluetta, mutta suurin osa ostaa hinnan mukaan. kasvaa myös se joukko jotka ovat valmiina ostamaan laatua hinnalla millä hyvänsä. ostavat tiettyä mielikuvaa ja tuoreutta. Vähemmistö on kulinaristeja, joille ei hinta vaikuta mitään.

9. Massatuotantoleipien kysyntä on laskenut viime aikoina ja terveellisten erikoistuotteiden kysyntä kasvanut. Pienet leipomot ovat päässeet valokeilaan ja isommat leipomot yrittävät sopeutua nykyiseen markkinatilanteeseen. Pitääkö väite paikkansa? Perusteluja sille?

Pikkuleipurit ovat ruvenneet menestymään paremmin, ei ole ollut einesteollisuuden yrityksissä kuulemma vaikeuksia trendin takia eikä vaikutteita että olisi kukaan häviöllä. Isojen leipomoiden paistopisteitä lopetettu kokonaan, ei ole vain valmiustilassa ja panostetaan nykyisin suurilta osin lähileipomoihin eikä niinkään isoihin alueleipomoihin. Massatuotantoleipien ei ole laskenut, ei pidä paikkansa. Terveellisempien tuotteiden kysyntä on kasvanut. Tuotantoa pitää entisestään tehostaa eli tulee vielä enemmän suurtuotantoa, siksi lakkautetaan tehtaita. 2010 oli lakko jolloin pienet leipomot pääsi mukaan, mutta nyt tilanne on palautunut. tilanne ei kaukana 2009 tasosta. 2008 2009 reipas leivän syönti on kääntynyt laskuun, ja on vielä vähän laskussa mutta ei enää paljoa. Ison pahan leipomon esim Fazer ja Vaasa, on olemassa mielikuvia vaikka leivoittaisiin ihmisten kotona niin se olisi ihmisten mielestä einesleipää ja isojen leipomoiden leipää. Pienten ja keskisuurten on pitänyt viime vuosina sopeutua tilanteeseen, panostaneet tietyn tyyppisiin tuotteisiin mitä isot leipomot eivät tee ja pärjäävät hyvin. Kuluttajaryhmät pirstaloituu niin löytyy mahdollisuuksia pienille tuottajille ja ihmiset on valmiita kokeilemaan. Isommat leipomot tekivät aluksi laadukkaita tuotteita ja saivat kovan markkinaosuuden ja nyt ne ovat tehneet niistä massatuotteita ja tuotantovälineet ei sovellu monipuoliseen tuotantoon eikä lyhkäsiin sarjoihin, ihmiset on kyllästyny jokapuolella samaan leipään ja haluavat uusia makuja, jos kilpailu on 100 pienen leipomon ja 2 suuren leipomon kanssa ja muutaman tuotteen kanssa, 100 tuotetta voittaa muutaman tuotteen, kuluttaja saa monipuolisemman tarjonnan, halvemman hinnan ja paremman leivän.

10. Onko jotain muuta trendiä tai suuntausta, jotka vaikuttaisivat tulevaisuuden leipätuotteiden kysyntään ja jos on niin kuinka konkreettisesti ne vaikuttaisivat?

Vehnäleipää ei juuri missään enää valmisteta, mutta kokojyvävilja ja ruisleipä tulevaisuudessa alkaa olla arvossaan. esimerkiksi alkuleivässä käytetään paljon siemeniä ja muuta. Täysjyvätuotteet ovat tulevaisuuden trendi ja luomuruisleipä kysyntä tuplaantunut. Päätrendi täysjyvä ja toinen trendi luomuruisleipä.

Täysjyväruisleipä ja täysjyvävehnäleipä vaikuttavat pitempään. Näkee Usassa kaupassa kun silmien korkuudella on nykyään täysjyväleipiä eikä vehnäleipiä. Väestön ikääntyminen on yksi trendi. Nuori polvi ei käytä kahvileipää ja pullaa, ja eläkeikäiset ovat tottuneet syömään paljon leipää ja pullaa ja heidän fyysinen tarve syödä vähenee ja terveellisyden ja ravinnollisuuden tarve suurenee. Ostovoimainen väestö ikääntyy ja heidän tarpeet ovat toisenlaiset kuin tällä hetkellä tulevien nuorten tarpeet. Hyvät hiilihydraatit (täysjyvävilja ja paljon luontaisia kuituja) painotetaan hiilihydraattien laatua, proteeinikeskustelu? proteiinin laatu? luomutuotteet myös. Sukupolven vaihdos on ehkä ongelma leivän myynnille tulevaisuudessa, koska vanhemmalla sukupolvella on automaattisesti että aamulla esim täytetään maha leivällä. Tulevaisuudessa korostetaan enemmän mitä kaikkea kuuluu terveelliseen monipuoliseen ruokavalioon. Lähellä tuotettua, lisäaineettomuus, karppausta, terveysaspektit on vamhaa trendiä mut korostuu tulevaisuudessa. ihmisten tietoisuus ruoan terveellisyydestä lisääntyy, terveellinen ruoka ja monipuolinen liikuntahan ovat tärkeimpiä asioita ihmisten hyvinvoinnille. Armeija lihoaa vaan!

Vaatteista sen näkee, ennen kouluissa kaikki pukeutui samalla lailla, muodikkaat pukeutui samalla lailla ja massa erikseen. Nykyään on muoteja paljon erilaisia, ei silmin nähden erota mikä olisi suosituin muoti ja enemmistö, on todella pirstaloitunut pieniin kuluttajaryhmiin.

Lähde 1: Riikka Merisalo on mainostoimistoyrittäjä ja strateginen planner, joka on toiminut työuransa aikana noin 350 eri kokoisen, eri toimialoilla ja eri kokoisilla markkinoilla operoivien asiakasyritysten tuotannosta, tuotekehityksestä ja markkinoinnista vastaavien johtajien kanssa. Laaja kokemus markkinoiden toimintamekanismeista on auttanut häntä kokoamaan taloutemme rakenteisiin ja kysyntään vaikuttavia näkymiä mielenkiintoisiksi ja oivaltaviksi ajatuksiksi. Kirjan taustalla oleva VISIO2025-tutkimustyö toteutettiin Riikka Merisalon johdolla Mainostoimisto Pundassa kesän ja alkusyksyn 2009 aikana.

Lähde 2: Marketing 3.0: From Products to Customers to the Human Spirit, 2010, Philip Kotler, Hermawan Kartajaya and Iwan Setiawan. Tämän kirjan suomenkielinen käännös oli toinen lähde, jota käytin kysymyslomakkeen valmistelussa. Myös kyselylomakkeessa ja kyseisessä kirjassa mainittu amerikkalainen kirjailija ja futuristi Alvin Toffler, joka on kuuluisa töistään ”Digital Revolution”, ”Communication Revolution”, ”Corporate Revolution” ja ”Technological singularity”. Hän perusti oman yrityksen nimeltä ”Toffler Associates”, johdon konsultointi yritys.

Lähde 3: Studio 55, Lääkäri Antti Heikkilä, ”Antti Heikkilä lähetyksessä: Reumaa hoidetaan liian raskaalla lääkityksellä”, ja ”Särkeekö sormiasi? Syy voi löytyä leivästä ja maidosta”, ja ”Antti Heikkilä: Onko sinulla näitä oireita? Ratkaisu tervehtymiseen on helppo”

Lähde 4: Back Factory, company profile, http://www.back-factory.de/1/the-company.html