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MARKETING PLAN: TUKKANUOTTA RAUMA

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The purpose of this thesis was to make a marketing plan and a brand new website for hair saloon Rauman Tukkanuotta.

The marketing plan is based on the 7p's of the extended or service marketing mix. The emphasis is on the parts of promotion and price. The thesis outlines the theory of marketing mix and applies it to the case of Rauman Tukkanuotta.

The second part of the thesis is a new website for Rauman Tukkanuotta. The website was done using Joomla! 1.7 content management system. This platform was selected in order to make future updating and modification of the website easier for multiple users. Implementation of website was done first with a demo site and many adjustments were made to the original design and content. The company employees were also provided a visual manual for using the new website.

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APPENDICES

1 INTRODUCTION

This Thesis will present a new and polished website for Hair salon Rauman Tukkanuotta as well as map out a new marketing plan with recommended actions for Rauman Tukkanuotta.

The marketing plan will be organized in to clear sections using the 7 p's of the extended or sometimes called service marketing mix. The main points are: product, promotion, price, place, people, process and place.

Main focus of the marketing plan is on the promotional and price aspects of the marketing mix. Promotional mix includes mass media options, word of mouth and buzz marketing, personal selling and direct marketing as well as online marketing. The emphasis is on the financially viable marketing methods that reach the correct target audience with the minimum of wasted effort and marketing communications.

Pricing section will go through the different pricing tactics and the impact pricing has on business in general. This section also contains a study of the current prices of Tukkanuotta and the prices of the competition.

The second major part of the thesis is the new and improved website. The main aim is to modernize the site and make it easily updatable by the employees. The site uses Joomla! 1.7 open content management system to achieve these goals. The new website design will also take in to account usability and search engine optimization.

2 PURPOSE, OBJECTIVES AND CONCEPTUAL FRAMEWORK

2.1 Background for Thesis

I initially had a couple of different topics in mind and in the end had to choose between the marketing plan for Tukkanuotta and a Service development research for a

big company. In the end I chose the marketing plan because it was closer to my studies and learning how to create a functional website seemed like a worthwhile skill to learn. I also liked the prospect of working for a smaller company because the communication is so much easier with a small locally based company than with a big national company.

I wanted to make a marketing plan with practical elements and recommendations. Not just hypothetical one with big campaigns and expensive out of reach solutions. I was motivated to create a website with good graphical design and good functionality and easy future updating.

2.2 Purpose of the Thesis

This thesis is project based and the planned outcome is a marketing plan and a new website for Rauman Tukkanuotta. The website will be built so that future modifications and updating will be easy even without extensive knowledge of website maintenance.

As a small business with limited resources and only 3 employees the company doesn't have a big chance of making an elaborate marketing plan without outside help. The company's website is also out of date and in a need of a serious overhaul. The website will be transported in to Joomla 1.7 platform which makes future modifications and content adding easier.

The marketing plan will look at most of the available marketing methods and make recommendations based on the two important factors – what does it cost and how many relevant people can the advertising reach.

2.3 Objectives of the Thesis

This thesis is project based and the outcome of the outlined project for Tukkanuotta is a new website and a marketing plan. The marketing plan will encompass customer

base and marketing environment analysis, service definition and suggested marketing actions and practises for Tukkanuotta.

The thesis was conducted to answer the following questions:

- How to make a good marketing plan?
- What is important when making a marketing plan for a small company?
- What are the best ways of marketing for Rauman Tukkanuotta?
- How to market with small budget?
- How to make a good website and what should it do for the company?
- How to optimize website for more online visibility?

The thesis will go through possible online marketing methods, such as banner marketing, but most of the online marketing is left out of the thesis because it is not viable method of marketing for a small local business that only targets people of one 35,000 people city.

2.4 Conceptual framework

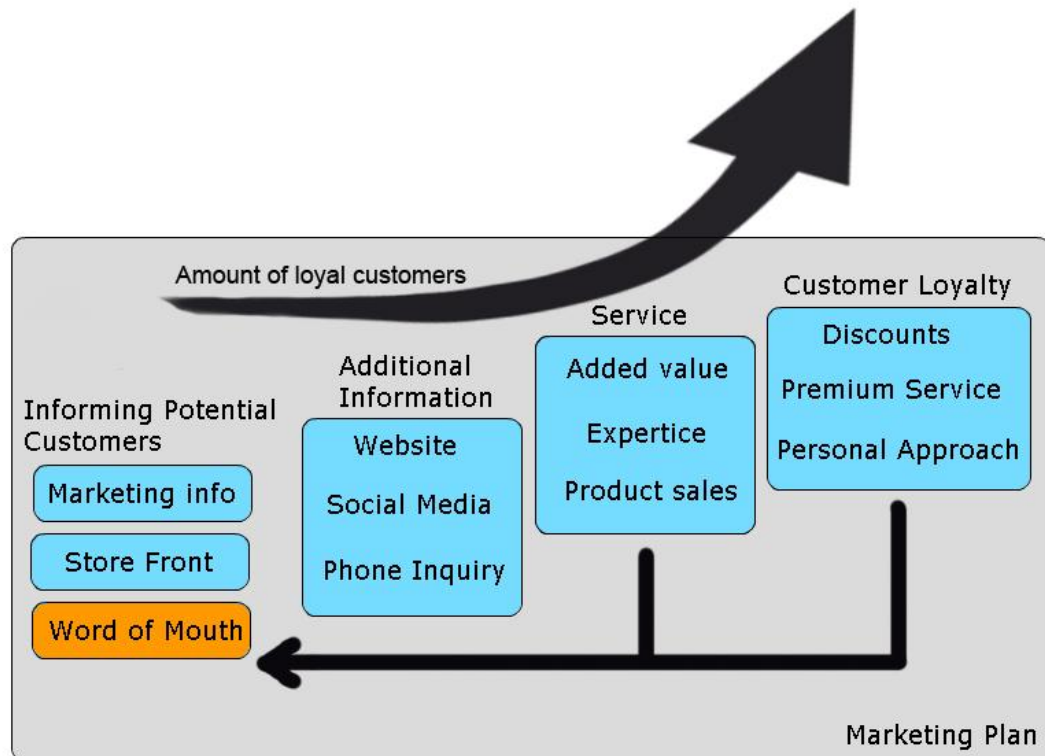


Figure 1. Conceptual framework, Steps towards a new loyal customer - based on my own design for using the new marketing plan to create a flow of new customers. Main focus is on the aspects that are important for Rauman Tukkanuotta.

The conceptual framework is based on a path of potential customers. The arrow on top represents the amount of loyal customers the business has and is acquiring while the arrow on the bottom illustrates how word of mouth marketing is born from positive customer experiences.

The first step on the ladder of acquiring new customers is reaching them with information about your service. This can be word of mouth but it can also be store front or marketing information such as a newspaper advert. After the customer's interest has been raised additional information must be provided if necessary. This information should be easily available through different media.

The next two steps are about providing good service with added value to the customers (for example a photo op). The person providing the service must also come across as knowledgeable and must be able to recommend correct and useful products. Holding on to good customers is important and customer loyalty programs, discounts and personal approach help in achieving this goal.

3 TUKKANUOTTA

Tukkanuotta is a long standing high end hair saloon located in the center of Rauma with 2 hair dressers/stylists. Tukkanuotta was founded in 1980's and has been operating from the same location on Satamakatu ever since. Tukkanuotta offers a wide array of services including Haircuts, coloring, make-up, hairstyling, hairdos for special occasions and wig services. On top of the grooming services, Tukkanuotta runs a professional hair product wholesaler shop. Tukkanuotta has a strong base of loyal customers who have been using the services of the hair saloon for multiple years. The profile of the saloon is high end and professional.

4 MARKET ANALYSIS

According to Richard Gerson (1991, 21) "Market research is essential to the success of any business." Without the knowledge of the surrounding market that the company is a part of it is hard or impossible to make a successful marketing plan. Prober market analysis helps the company to find out who their competitors are and who their potential customers are.

4.1 Market definition

Tukkanuotta competes in a very saturated market with a big number of small companies and few bigger chains that operate in Rauma. Tukkanuotta offers services that

basically everyone needs so it doesn't need to worry about large markets but concentrates on the market of the city of Rauma, population 39,715 (Rauma.fi, 2012). As said previously there are a lot of competing hair salons, Rauma alone has 104 listed Barber shops or Hair salons (Suomenyritykset.fi, 2012). Tukkanuotta also sells high end and professional hair products, and is in competition with some of the other hair salons and bigger hair product sellers. Some of the local hair salons are concentrated on one demographic only, such as Iguaani that offers haircuts just for children and has specialized shop and equipment for it.

4.2 Competitor analysis

Tukkanuotta classifies itself as a high end or a premium service provider and as such offers all possible services following the standard of Suomen Hiusyrittäjät ry and by using the best and sometimes more costly products and tools. As such the prizes of Tukkanuotta are not the cheapest among its competitors, but they do offer good value for the money. As said previously, Suomenyritykset-catalogue lists no less than 104 barber shops and hair salons in Rauma area. Some of the bigger ones are Hiusprisma, Hiusstudio Tinos, Hiushuone Flow, Hiuskeidas, Cassiopeia, Tukkapaja and CM Hiustalo Rauma. Two of these are operating within the two big shopping centers in Rauma and attract many of their customers with the help of the other services available at the center. Tukkanuotta is in direct competition with all the big and small hair salons in Rauma as they want to compete for all the customer demographics.

The competitors can be divided into three groups, small one man (or in most cases one woman) barber shops, big independent hair saloons that employ multiple hairdressers or stylists and work from their own premises often at a very central locations in Old Rauma or in the immediate center and Hair saloons that belong to a bigger chain and operate within the shopping centers.

4.3 Consumer Analysis

It is essential to know who your potential customers are and what they want from the service you offer. You need to know what they will buy, how and when they will buy it. (Gerson, R. 1991, 29)

Tukkanuotta wants to offer barbershop services everyone with in its geographical area of Rauma including the near villages and towns. Tukkanuotta doesn't want to concentrate on only on segment of the market and wants to be seen as a place for people of all ages and needs. However, according to Malcolm McDonald (2008) *"Few companies can successfully be 'all things to all people', and it is therefore necessary to define in precise and actionable terms just who are the organization's customers, both now and in the future."* This poses challenges and raises also the question, should Tukkanuotta actually concentrate its marketing efforts on some particular group. Currently the company wants to market itself as a Hair salon for everyone.

4.3.1 The buying decision

Understanding the formulation of the buying decision is important, since that helps in creating a right kind of marketing plan and in selling a service that the customers appreciate. What is bought, who buys and why? (McDonald, M. 2008, 56.)

Essentially people buy personal grooming services from the hair saloon in order to look better. It is quite simple when you boil it down. The key is to know what makes a good barber service in the mind of the customers and how to they select the salon they use.

Three main reasons for customer's choices in selecting a hair salon can be identified:

- Price – The VAT of barbershop services was raised back to 23% at the start of 2012, which makes this factor even more prominent. *"Price is what mar-*

keting is all about” Ian Ruskin-Brown (2006) See section 5.3. for detailed price analysis

- Quality of service – This includes actual and perceived quality (effected by pricing). This also includes the variety and how wide the offer of the services is.
- Word of mouth – in other words, what the friends and family of the customer told him/her about the salon/salons in their area.

Word of mouth marketing and buzz marketing are actually the most important ways of marketing a small service business like Tukkanuotta. Good customer experience and steady quality is everything. One mistake can equal a lost regular customer and a bucket load of bad buzz.

5 MARKETING MIX

The term “Marketing Mix” was first introduced in 1953 by Neil H. Borden from Harvard Business School. Borden wrote *“I liked his idea of calling a marketing executive a “mixer of ingredients,” one who is constantly engaged in fashioning creatively a mix of marketing procedures and policies in his efforts to produce profitable enterprise”* (Borden, N. 1964).

The four P’s of the marketing mix are Product – Tangible or intangible good or service that satisfies the customers needs, Price – The amount paid for the product or service by the customer, Promotion – Marketers communication efforts towards the potential customers and Place – Where the product is offered to the customer, preferably in a convenient way to the customer.

Later there have been many revisions and added terms to the 4 p’s. Service marketing mix or sometimes called ‘Extended Marketing Mix’ adds 3 additional p’s: People – Staff, employing and recruiting the right kind of staff, Process – What kind of process and planning is at work behind a good customer service and Physical Evidence

– One of the bases that customers make judgments, what is the outlook and the physical evidence they can get about the place business services them.

5.1 Product

According to Schwartz 'a product is something a firm markets that will satisfy a personal want or fill a business or commercial need'. (Chandrashekhara, B. et al. 2010, 2).

5.1.1 Defining the Service

Tukkanuotta doesn't produce a product in a traditional sense, but offers something intangible, a service for the customer. According to Neil Richardson (2010) not all services have the same degree of customer involvement. There are low and high involvement services, good example of low involvement would be picking up money from the ATM. (Richardson, N. 2010, 128.) A good example of really high involvement is Hair cut and –styling, exactly what Tukkanuotta offers.

Key components of service are

- intangibility – the service can't be tested in before hand and it can't be seen or touched,
- inseparability – services can't be separated from provider or stored for later use,
- perishability – what ever service you buy, you will most likely need it again and it only serves your current needs,
- variability – service quality might not always be the same because it often depends on humans and
- ownership – customers don't gain ownership, but pay for access
(Richardson, N. 2010, 128.)

In the case of Tukkanuotta there are a bit of both (products and service), since Tukkanuotta also sells salon brand hair products as well as provides hair styling and cutting. Services offered by Tukkanuotta include: haircuts, hair styling, hair dyes, hair dyes (special occasions and other), make-up, beard trimming and wig service for those who need or want to use a wig.

Since Tukkanuotta provides high involvement service, it needs to pay special attention to the people and service aspects of the mix.

5.2 Promotion

Promotion or marketing communications are used to communicate with customers about the products or services offered by the company. Marketing activities of the company have a vital role in determining the profitability of the company. (Rowley, J. 2006, 119.)

When talking about marketing communications, the word communication suggests a two-way street of information; however this is not reality in most cases. Advertising tends to be a very passive medium. It is important to convey the message so that the intended meaning of the advertising doesn't change. (Ruskin-Brown, I. 2006, 137.)

5.2.1 Goals of Promotion

The main goal of Marketing communication is to make sure customers know what products or services you make available for them. The main goals of any promotion are:

- to increase sales
- to maintain or improve market share

- to create or improve brand recognition
- to create a favorable climate for future sales
- to inform and educate the market

(Rowley, J. 2006, 121.)

When designing a marketing campaign, it's very important to set the objectives of the marketing effort. Just throwing some marketing towards the customer with out any measurable objectives can be a big mistake. Ruskin-Brown (2006) suggests that the objectives should be S.M.A.R.T. The letters stand for:

Specific – Easy to identify, unambiguous.

Measurable – If can't measure your activities, it's hard to manage them or to know what benefits (if any) you are gaining from your marketing.

Agreed – People in the marketing team should agree on the objectives to make achieving them possible.

Realistic – You shouldn't set too high goals or unrealistic objectives.

Time based – Marketing campaign should have a deadline to help measure the success of said campaign

In the case of Tukkanuotta the main focus of the marketing efforts go to maintaining their share of the market and trying to grow it since the competition among the barber shops in Rauma is hard. Promotion also plays a role in retaining achieved customers with discounts and frequent customer benefits. People have a tendency of being loyal to their salon and hair dresser once they find a one they like, so feeding and encouraging this behavior is very important for Tukkanuotta.

5.2.2 Selecting the Media for Advertising

The three basic building blocks of any marketing campaign are: the objectives of the campaign, the design of the campaign and the set budget of the campaign

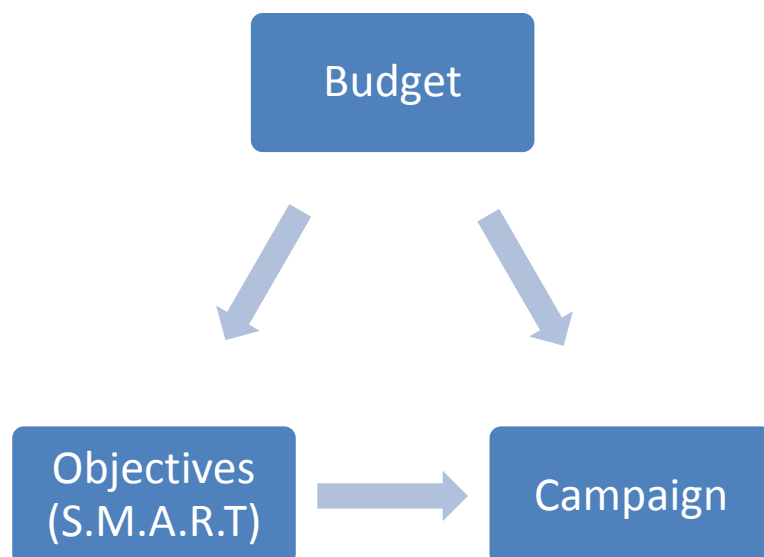


Figure 2. Budget – Objectives – Outcome relationship (Ruskin-Brown, 2006, 148.)

These parts (budget, objectives and campaign) need to fit together. Budget plays a big part in the campaign, since it influences both the objectives and the resulting campaign. Ideally campaign is build by starting from the objectives – in other words: What should we achieve with our marketing campaign. This is not always the case thou, since often you have to start from the budget, especially with a small business like Tukkanuotta where the budget for advertising and marketing efforts are very limited.

Good options for a small Rauma based business that concentrates on a local market are Local newspapers Länsi-Suomi and Uusi Rauma and the radio channel Radio Ramona. The newspaper advertising has already been utilized in the past. Measuring the success of the advertising in a small personal business like the hair salon can actually be done in direct contact with the customer, especially when the salon gets new customers. One aspect of the hair stylist’s job is the social interaction with the customers.

5.2.3 Mass Marketing

Just like expected, mass marketing involves marketing to the masses – a very large group of individuals. Often this also involves standardization of the marketed product or service. The mass media marketing includes the usage of television, radio,

magazines, books, newspapers, billboards and movie theater promotions. Mass marketing also includes most forms of internet marketing, including the unwanted mass emails commonly called spam. (Dacko, S. 2007, 399.)

5.2.3.1 Radio

“If a picture is worth a thousand words, what should marketers do with radio?” A question posed by Rex Briggs. Radio advertisement should tap consumer’s motivations and connect it with a brand. Radio also works in synergy with TV advertising since it can support a TV advertising campaign. Studies have show that similar radio ad will transfer the image of the TV ad back in to the memory of the listener. (Briggs, R. 2006, 145.)

Radio delivers fast audio only advertising. It has very wide appeal and it also reaches people that don’t read magazines or newspapers. Many shops and public transports play radio channels and people like to listen to radio while they are driving, so radio as a media reaches people at times where no other media can reach them as effectively. Spoken word also has greater impact than written word and radio advertising is often repeated many times. Radio advertising can’t give detailed information about the product however and most people remember the things they see better than the things they hear. Radio advertising also has high annoyance factor for many people ha often times people are bored with the repeated messages. (Appannaiah, H.R. et al. 2010, 136.)

Radio Ramona offered 2 possible campaigns, other one month campaign and the other two weeks.

The two week campaign would have 10 repeats of the 30 second advertisement spot per day on Radio Ramona’s prime time between 07.00 and 18.00 o’clock and three repeats per day on evening time from 18.00 to 22.00 o’clock. The total amount of messages would come to 182 across the 14 days of the camping. Price for 2 weeks campaign is 920 euro not including VAT 23%. (Radio Ramona advertising, 2012.)

The offered 1 month campaign would have 5 repeats of the advertising spot per day on prime time and three repeats per day on evening time totaling at 248 repeats for the entire month campaign. Price for 1 month campaign is 1.350 euro not including VAT 23%. (Radio Ramona advertising, 2012.)

5.2.3.2 TV

Television basically has all the advantages of Radio but it delivers additional value by engaging the sight as well as hearing. Products can easily be demonstrated with good explanation in a short time span. Disadvantage when compared to radio is that radio can be listened passively while driving or working but TV needs an active viewer. (Appannaiah, H.R. et al. 2010, 131.)

However, television advertising has limited market coverage and advertising on TV is very expensive. In addition to time costs, the costs of producing an ad on TV are high. The life span of TV advertising is also short and you can't run long campaigns. TV advertising is suitable for big mass produced or offered services and products. (Appannaiah, H.R. et al. 2010, 132.)

TV advertising is quite clearly unsuitable for a small and personal service business like Tukkanuotta. It's very expensive and out of the question on the big national channels, since majority of the viewers are not within Tukkanuotta's market area, and they would end up paying for views by people who can't realistically use their service.

5.2.3.3 Newspapers

Newspaper advertising is flexible and timely. Many newspapers have a wide readership and they have a wide and general appeal. Newspapers and magazines are way of life for many people. Newspaper advertising offers great prestige however the amount of waste advertising is also considerable. The other form of print media is magazines and trade journals. These reach more specialized audience and often fea-

ture advertisement tailored for their reader's interests. (Appannaiah, H.R. et al. 2010, 131.)

Tukkanuotta has previously used newspaper advertising in the local paper. The cost of the advertising is reasonable and a lot of people on the market area will see the message. Since the market area is geographically so limited advertising in magazines doesn't make much sense. Most of the readership of a suitable magazine would be outside of Rauma.

Table 1. Länsi-Suomi advertisement prices (ls24.fi, 2012.)

Länsi-Suomi advertisement prices (+ VAT 23%) prices / mm (not Sunday)			
	Black & White	Added color	4-color
Before Text	1.94 €	2.15 €	2.52 €
On text page	1.88 €	2.11 €	2.46 €
After text	1.94 €	2.15 €	2.52 €
Back page	2.16 €	2.32 €	2.62 €
Offered discounts: Repeat discount 20% when ad is repeated unchanged with in 2 weeks.			

Länsi-Suomi (LS) appears everyday of the week and covers 61% of the households in the Rauma area. (ls24.fi, 2012.)

Table 2. Uusi Rauma advertisement prices (ur.fi, 2012)

Uusi Rauma advertisement prices (+ VAT 23%) prices / mm		
	Black & White	Color
Front page	2.80 €	3.55 €
On text page	2.05€	2.50 €
Back page	2.40 €	2.90 €
Offered discounts: Repeat discount 20% when ad is repeated unchanged with in 7 days.		

Uusi Rauma appears two times a week, Wednesdays (38 100 print) and Saturdays (30 000 print). The paper is free and is delivered in to nearly all households in Rauma region. (ur.fi, 2012.)

Advertising in either paper is realistic. Uusi Rauma (UR) offers bigger cheaper advertising packages on top of the basic per millimeter pricing which are relatively cheap. These are more than a bit excessive for a hair saloon however, so the pricing methods on the smaller advertisement are the ones that require closer scrutiny. Surprisingly enough, LS offers cheaper small advertisement than UR. LS has a lot more content and is the bigger of the two. On the other hand LS costs money and as such doesn't reach readers who don't want to pay for their paper, UR is a free paper and is delivered to nearly all households in Rauma region.

5.2.3.4 Other Media

There are a couple of other media that can be used for advertising in Tukkanuottas case. Transit and outdoor billboard advertising consists of posters and tapings on busses and other public transport and on billboards. The good thing about this type of advertising is that it gives good geographic selectivity and gets high readership among pedestrians and travelling public. (Appannaiah, H.R. et al. 2010, 132.)

Rauma is unfortunately not a good town for transit advertising. The city has only 3 public local bus lines and even those are not under heavy usage. Rauma has several JCDecaux boards, but advertising on them is too expensive.

There are some other interesting tools that Tukkanuotta could utilize thou. The so called "advertising specialties" or advertising gifts. These include items like pencils, key rings, calendars among other things. They are a good reminder type of promotion and a very cheap way of advertising. A patch of 250 advertising pens is around 370 euros (Vistaprint.fi, 2012.) with the design seen on figure X2.



Figure 3. Example design for a promotional item. (Vistaprint.fi, 2012)

5.2.4 Word of mouth Marketing and Social media

“Getting people to talk often, favorably, to the right people in the right way about your product is far and away the most important thing that you can do as a marketer.” George Silverman (2001)

Getting the customer to actually help you sell your product is the best way to increase sales. The world of marketing revolves around word of mouth, it is not just a by-product of marketing, it is something more. People talk about the product or service, and then some of those people are convinced by their message and end up buying the product and talking about to their friends in turn and so it goes on. Word of mouth marketing is so important because it cuts the decision time of the consumer, from needing a product to buying the product faster. There is nothing more convincing than the testimony of your friend, relative or your trusted doctor. (Silverman, G. 2001, 6-9.)

The other major benefit of word of mouth marketing is that along with the information age we have also entered into the age of too much information. People are being overwhelmed with all sorts of information. We don't have enough time to deliberate and investigate. Traditional media is losing its ground – TV, radio and print advertising has been on the decline for many years. Word of mouth helps sort the relevant information, someone else will distill and refine the information and pass it on to their friends and they do it by using the very media that threatens the traditional media advertising, platforms like email, web forums and Facebook. (Silverman, G. 2001, 9-10.)

In the case of Tukkanuotta the word of mouth marketing is especially important. Many people select their hair salons based on the recommendations of their friends including myself. Tukkanuotta already sometimes photographs the customers after the styling and coloring with the permission of the customer of course. This practice could be adopted more often. Some people of course don't want to be photographed and the people who don't want their pictures taken should of course be remembered and their privacy respected. However for the people who don't have anything against it most likely will appreciate it. The basic fact why people come to the hair salon is that they care about their outlook and they want to look good and presentable – one of the most basic behavior of all humans. If the customer is happy with the picture he or she can be asked a permission to upload the picture to Facebook and to the Tukkanuotta's website which will be relatively easy with the implementation of the new content management system. This will actually deliver more value to the customer because other people on Facebook will see his or her nice new hair style and she gets just what she or he came to the hair salon for – social acceptance and attention from other people.

5.2.5 Online marketing

The relevant things for Tukkanuotta on the field of internet marketing are the company website, Google search hits when people are looking for a hair salon in the Rauma area and the new social media. Other internet marketing and mass internet marketing with banner ads is not realistic since most of the views would be by people

who are not potential customers and it is relatively expensive. The company website will receive a total overhaul. See section 6. New Website.

Marketing has its roots in the word-of-mouth conversations between buyers and sellers for times unmemorable. Mass marketing communications and mass media platforms managed to bury the individual voices and testimonies under their taglines, hype and ads. Now we are jumping back in time. The power is increasingly in the corner of the consumers once again, thanks to social media platforms like Twitter, Facebook, IRC, web forums, email and so on. (Evans D. 2008, 21.)

Important part of online marketing is making your website visible to potential customers. Best way of doing so now is optimizing your site so that it shows correctly on search engines and makes it more relevant to the right key words that people search when they are interested in the service you offer. More on Search engine optimization in the section 6. New Website.

Table 3. Google statistics for relevant keywords (Google adwords, 2012)

Key Word	Number of searches / month
parturit rauma	390
rauma parturi	480
kampaamo rauma	390
kampaaja rauma	260
parturi kampaamo rauma	110

5.2.6 Personal Selling

Personal selling and advertising complete each other. People get informed about your product via advertising and personal selling makes the service or product directly available to the customer. Information conveyed through advertising can't be changed by the personal seller; he/she must keep the prices and promises made in the advertisement. (Rajput & Vasishth. 2008, 19.) However, they are not the same thing, as presented by the following table:

	<i>Advertising</i>	<i>Personal Selling</i>
1. Form	It is a form of mass communication	It is a face-to-face communication between the seller and the buyer
2. Access	Consumers go to stores to buy the products	Sellers go to buyers to sell the products
3. Vulnerability	Less vulnerable. Every subsequent advertisement cannot be changed	Highly vulnerable. Salesmen can change selling techniques according to the nature of customers
4. Pressure selling	There is no pressure-selling	Salesmen often motivate consumers to buy under pressure selling
5. Cost	It is cost effective in terms of time and money	It is costly to engage salesmen and also time consuming to sell
6. Purpose	It creates product awareness	It makes a sale
7. Contract	Manufacturers make a fresh contract with the advertisement agency and pay for each advertisement.	Sellers do not take a contract with the buyer. They are the paid personnel of the companies.
8. Feedback	It cannot immediately get buyers' response to the quality of products and quality of advertisement	It gets immediate feedback from the consumers about the product features and the quality of personal selling.
9. Nature	It is impersonal in nature	It is personal in nature.
10. Time period	It has a lasting impact on consumers	It is short-lived.

Figure 4. Personal Selling vs. Advertising (Rajput & Vasishth, 2008, 20)

Advertising is almost entirely a passive medium. Communication however suggests a two way street, but in ad campaigns this is rarely achieved. (Ruskin-Brown, I. 2006, 137) Personal selling is where the conversation and two way communication happens. Personal selling is important part of the service transaction in Tukkanuotta's case. Selling the right products to the right people is the key. It adds value to the customer when expert recommends products tailored for their needs as well as boost the sales of the products.

5.2.7 Direct Marketing

Direct marketing places physical material and direct communications with the consumer in order to promote a product or a service. The majority of direct marketers use mail and telephone. Problem with direct marketing is the negative public image. Majority of it is seen as spam, trash mail and annoying interrupting phone calls. (Meisner, C. 2006, 12.)

Finnish people in particular see direct marketing in a bad light, especially the common form it takes, telemarketing. This is definitely out of the question for Tuk-

kanuotta and actions like it would most likely kill the consumer goodwill instead of creating it. Using mail might be feasible, if some value would be delivered to the customer with the advertisement. For example voluntary product sales news letter via email promoting new products and discounts or a discount from services with discount codes or coupons.

5.2.8 Measuring the Marketing efforts

Different forms of advertising are measured in different ways. TV (radio is done in a similar way) advertising is normally measured with selected households that have special equipment installed in their TV that automatically monitors what they are watching and when. This then translates in to their viewer numbers – this doesn't of course measure are the people actually paying any attention to your marketing messages. (Briggs & Stuart 2006.)

Magazines like to measure their readership by counting their subscribers and polling the public by showing them magazine logos or names and asking if they ever read the magazine, if yes, then that person is also a reader. (Briggs & Stuart 2006.)

Internet is a bit different. The actual number of customers who clicked the advertisement or entered the website through a link can be actually measured in hard numbers. Bad side of measuring internet advertising is that the percentage of audience reached and their demographics are hard to know. (Briggs & Stuart 2006.)

In the end, trusting what magazines, websites or TV stations say about their numbers are not fully trustworthy, and the way the numbers are collected and measured should always be investigated.

5.3 Price

“Pricing is also a dynamic element of the marketing mix. Price can effect the way customers behave and, because ‘price’ is percieved as being the single largest indi-

cator of value, it will impact on their perceptions of the company's offering versus that of the competition.” Ian Ruskin-Brown (2006).

“Price is the amount of money charged for a product or service. It is the total value that customers exchange for the benefits of having or using products or services. Of all the elements in the marketing mix, price is the only one which generates revenue. All other elements generate only cost.” K. Kurunakaran (2008, 171).

Price determines the profitability of the company. Price is also highly flexible part of the marketing mix, since it can be changed fast. Price can be used to manipulate the cash flow of the company as well as customers attitudes towards your product. Pricing is also a highly risky area of the marketing mix since mistakes directly effect money flow and profits of the company. Kurunakaran, K. 2008, 171.)

Most industries base their pricing policy on the Cost-Plus method. (Ruskin-Brown, I 2006, 188) This method is very easy to use, since you just calculate your costs and add a profit margin to sell your service or product for profit. The Cost-Plus method is easy to understand, easy to use and easy to justify to customers. Cost-Plus method doesn't come with out its flaws thou. It can lead successful products be unprofitable and it doesn't optimize the revenue for long period and it doesn't allow the use of price as a influencing method over customers (Ruskin-Brown, I 2006, 188), funny thing about many premium brands is that often what makes them premium is the price, not the stellar difference in quality it has with other non-premium products.

There are great differences in pricing among the hair salons in Rauma. The pricing is often really unclear – the price lists have only few of the services listed and the prices are only for illustrative purposes. “Haircuts starting from 20 euros” just tells the customers that the cheapest possible cut is for 20 euros – in most cases it is more. The length of the hair and the complexity of the haircut affect the price.

Table 4. Haircut prices in Rauma

Salon	Haircut median price	Coloring median price
Tukkanuotta	31,8	68,5
Tinos	27*	91
Hiushuone Flow	33	87,5
Hiuskeidas	30,5	51*
Hiusprisma	27,70	84,7
Iguaani	31,5 ¹	65*
Kalliokihara	31,25	91
Tukkapaja	29,50	103 ²

Haircut and hair coloring prices of 8 selected hair salons from Rauma.

*These prices are only the minimum prices. No added services or price adding factors have been counted in them

¹ Price includes wash

² Price includes haircut

Going in for a clear cut price comparison is really difficult because the different salons use vastly different ways of pricing their services. Many of the salons don't also provide information on the price of some of their services. Tukkanuotta has the second highest median price for haircut in this list but it doesn't tell the full truth, because many of the salons give their prices with "Starting from" which can mean that the price starts from 27 euro but can go up to 40 or 50 euro or even more, depending on how long hair the customer has and how long the haircut takes. It would be beneficial to inform customers of the price and what is included in the service clearly, because a lot of the businesses do not follow this practice. Customers value transparency in pricing and service descriptions. Just walking in to a hair salon expecting to get 27 euro hair cut because the internet site said so leads in to a disappointment for the customer.

The prices are still setting after the raise of VAT back to 23% from the beginning of the year 2012. Needless to say this has a big impact on the hair salon business. The entrepreneurs have to of course just up the prices to include the VAT. Customers will

notice the rise in prices and will make adjustments to their consuming behavior accordingly.

There is also a lot of variation on what age children qualify for a children's discount. Here Tukkanuotta shines positively because everyone below the age of 15 gets the discount.

Table 5. Prices for children's haircut and the maximum ages to qualify for the discounted price.

Salon	Children's haircut price	Max age to qualify
Tukkanuotta	21,95	15
Tinos	-	-
Hiushuone Flow	20	7
Hiuskeidas	23	10
Hiusprisma	17	7
Iguaani	20	Children's hair cut specialist salon
Kalliokihara	20	7
Tukkapaja	17	12

5.3.1 Pricing Objectives

There are various objectives to be considered when pricing a service or a product. According to K. Kurunakaran (2008, 171) "*Pricing objectives normally form a mixed bag of varied interests depending upon the organization's objectives and policies.*" and he goes on to list the most common pricing objectives of organizations:

- Profit maximization in the short run, and profit optimization in the long run.
- Assured minimum return on investment or sales turnover.
- Ensure a specified targeted sales volume or market share.
- Make entry into new markets or achieve deeper market penetration in existing market.

- Maintain price leadership or price parity with competitors.
- Launch price war to check competitors' activity or keep competitors out of the race.
- Improving cash flow through faster sales.
- Liquidation of accumulated inventory of products.

(Kurunakaran, K. 2008, 171.)

5.4 Place

Place is basically about being at the right place at the right time and having the right product and service in right amount and condition at the right time. Place is important in business-to-business marketing and business-to-consumer marketing. (Richardson, N. 2010, 85.)

5.5 People

People are the key asset of any company. Especially in the service business, after all it's the people who provide the services customers want to buy. Everything about those people has an effect on the customers experience from manner, tone and knowledge to appearance and body language. Training the staff in relevant skills and knowledge is very important. (Richardson, N. 2010, 130.)

The stylists working at Tukkanuotta are directly responsible for the revenue and customer return rate, so they do have great motivation to keep up a very high level of service for each and every customer. The training aspect comes from the fact that it is important for Tukkanuotta's stylists to keep up with the current trends in hairstyling and makeup. Personal selling is also important and offering the correct products to the customer during a hair cut or coloring is an important part of the stylists work.

5.6 Process

Process is what happens behind the scenes. It's something like a hotels booking system or a parcel tracking provided by DHL or post services. Process has a big impact on the quality of the services that the customer receives. CRM or customer relationship management is a key part of the processes that ensure happy and returning customers (Richardson, N. 2010, 131.)

5.7 Physical evidence

This is the physical things customers' experience. The evidence they get from your place of business. What kind of environment it is and how they perceive it. For service business where customers come and stay for long times at the place of business this is very important aspect of the marketing mix. (Richardson, N. 2010, 131.)

Tukkanuotta has a good, well light and clean premises on a central location, right next to the central park of Rauma. On this front there is not much that can be upgraded or made better. The salon also has a product shop and all the products are clearly visible and information about the products is easily available to the eye.

6 NEW WEBSITE

George Plumley defines website in the following way: *"A website is a communications tool you're building to help achieve the goals you've set."*

Website is a unique communication tool however, because it is so versatile, it can metamorph seamlessly and play multiple roles and contain or replace things like diary, tv, radio, brochures, books, billboards, business cards, slideshows and the list goes on. It can contain all of these things at the same time and it can even sell your products for you. (Plumley, G. 2010, 16.)

Doug Addison (2004, 18) on the other hand promotes the benefits of a small, compact and easy to use website. People want smaller, high quality experiences and want to find the relevant information from a website fast. Making the right design decisions raises the chances of your website attracting visitors back to the website and raising their interest on your business.

6.1 Building a good website

It's important to ask what is the function of the website and what is it needed for in order to make a good website. Just having a website hanging somewhere because everyone has one these days is not the right approach. George Plumley (2010, 15) divides these reasons into two categories:

- Outcomes you expect from your site
- Tasks you expect your site to perform

Doug Addison (2004, 19) goes a little deeper and lists more specific questions a company owner should ask him or herself when building or commissioning a website:

- Does the site serve the business as a whole? In many cases who, what, where and how to contact is enough, but in many cases there are additional benefits that can be exploited through the right usage of the website.
- How easy the website is to use?
- How the customers see the website and what value it provides for them?
- What things are useless extra on the site? Unnecessary clutter should be avoided.
- Should the website be smaller and more focused?
- Are your marketing efforts supported by the website?
- Does your site meet the standard of the other businesses you compete and interact with?

6.2 Search Engine Optimization

SEO or Search Engine Optimization is the practice of tuning the content of your website so that they are friendly to the search engines and provide information to them that is relevant to the content of the site. The best time to do the SEO is when a new site is being built or before it is launched. (google.fi, 2012.)

Important starting point of SEO is using proper page titles and descriptions so that when your site is presented in search results the person doing the search gets relevant information about your site in the title and the short description, this is often the difference of getting a page visit and not getting one. (google.fi, 2012.)

The second thing to look at is the URL (Uniform Resource Locator, website address) structure of the website. Website folder structure and names should be descriptive of their content without over doing the amount of keywords. (google.fi, 2012.)

Tukkanuotta website will feature clear and short site descriptions as well as good titles for all pages. The text on the front page will also be modified to include relevant keywords. The folder structure is not a big issue since the site only contains 4 pages. The URL's of the website will stay simple with Joomla! because it provides automatic optimization for short URLs.

6.3 Implementation

The process starts from the customer, in this case Tukkanuotta. They wanted a new outlook and graphical design for their website as well as some specific features that the previous website didn't have. They were also contemplating moving in to a web based time reservation system, but decided to not to move in to using it, because it would have required a big commitment from the employees and would have caused extra work and a lot of problems in the beginning.

The old web site was done with just one or two html pages which made the modification of the website by the employees hard because they don't have any knowledge

about web development. Using FTP client and modifying a text file to change pictures for advertised products on the front page is not ideal, and the details tend to forget and reading the instructions later is very hard because it looks and feels difficult to people with just basic computer literacy. This is why I decided to go with a content management system where they could easily add new content and upload pictures to the website right on the browser with out any additional programs used.

There are currently two big free and widely used content management systems available - *Joomla!* and *Drupal*. Out of these two I decided on *Joomla!* since it was lighter and easier to develop the website on. *Joomla!* also has a lot of third party support in the form of plug-ins and add-ons which I used to my advantage while developing.

6.4 Joomla!

“Joomla! is the insanely popular, award winning content management system which helps you build professional looking website” Tom Canavan (2010)

Joomla! is a robust and very easy to use content management system. Installation of Joomla! 1.5 is simple and fast and after it is installed to the webserver you can do practically all modifications from anywhere on a browser without any additional programs needed by logging in from the backend administrator site. (Canavan, T. 2010, 2.)

What is a content management system or CMS? According to Joomla! development team *“A content management system is software that keeps track of every piece of content on your Web site, much like your local public library keeps track of books and stores them. Content can be simple text, photos, music, video, documents, or just about anything you can think of. A major advantage of using a CMS is that it requires almost no technical skill or knowledge to manage. Since the CMS manages all your content, you don't have to”* (Joomla.org, 2012.)

6.5 Installation and usage

Joomla! is very easy to install and use. You just need your browser and an FTP program (e.g. Filezilla) to upload the Joomla! installation package to your webserver. Then you just navigate to the URL of the website and follow the on screen instructions. The installation goes through in steps:

1. Choosing a language
2. Pre-installation check
3. Accepting the Joomla! license
4. Configuring MySQL database for Joomla! CMS. This step is a bit trickier and needs a webserver or a host that can provide MySQL database for your use. Configuring the database is done by accessing the webserver configuration screen and creating a database. After the database has been created (or created for you by the host service) it is just the matter of imputing the name of the database, host name, username and password. These are all created or received when the database is created.
5. FTP configuration. This step can be skipped and If needed can be configured later.
6. Main configuration. Entering the details about the website and choosing if some premade data should be installed on the server.
7. Finnish. Deleting the installation folder from the server, so you can start using the Joomla! CMS.

After Joomla! has been installed successfully on the server, the usage can be started by navigating to `yoursite.com/administrator`, assuming Joomla! was installed in to the main directory of the site. Now the website layout, content, modules, extensions and plug-ins can be easily modified from anywhere by just logging in from the backend of the site.

The users can make articles with text, video and pictures and publish them on the site on the spot that they wish to use. Every spot on the layout has a corresponding layout code and by choosing the code the publishing spot of the content will be where you want it in the way you want it.

6.6 Layout design

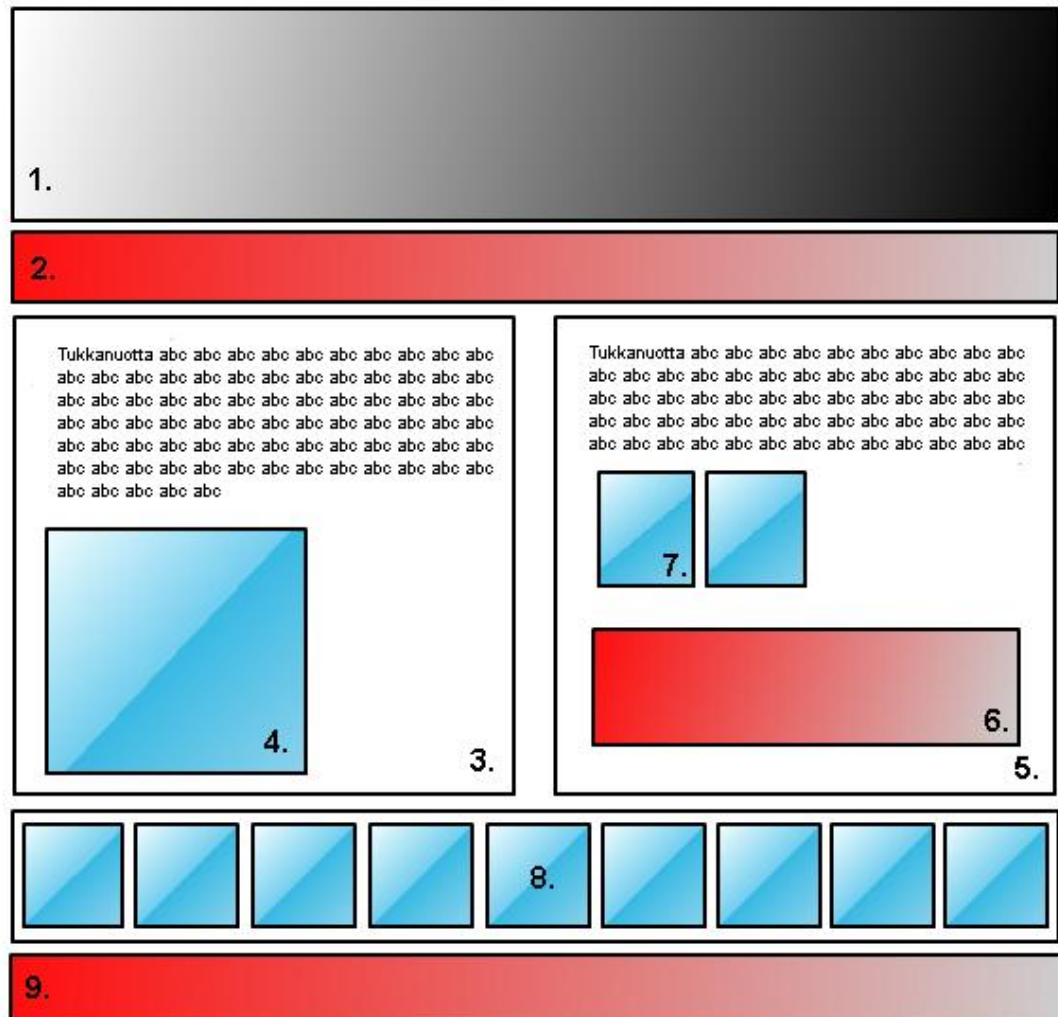


Figure 5. Tukkanuotta website layout design.

The layout design was based to the customer's requests and on the nature of the website. The most important thing on the website are the contact information and the opening times of the salon, because these facts are frequently checked from salon websites by customers and potential customers. It was also important to keep the site map as small as possible and make the site in to a small effective package.

The requested elements are:

1. Header, with Tukkanuotta logo and Heading containing contact information
2. Menubar (Contains: home, portfolio/pictures and contact information)
3. Text box 1, general information about the salon.
4. Interactive picture slider with pictures from the salon
5. Text box 2, Information about the hairstylists working in the salon.
6. Banner with opening times and phone number for reservations.
7. Pictures of the employees
8. Horizontal picture slider containing headshots from previous customers and their hair styles after the visit.
9. Footer

Element 1. The header for the website, it will contain the old logo motif with a new twist as well as the heading and the contact info of the salon, so that it is instantly visible to anyone searching for the information.

Element 2. The menubar follows the red, white and gray color theme selected by the company. The menu bar only holds home, pictures and contact info buttons. Contact info will have a google map application with default coordinates set to Tukkanuotta's address on Satamakatu. The Joomla! plug-in "Googlemaps plugin" makes the implementation of embedded google maps application on the website easy.

Element 3. Main text box, contains the introduction to the website and the hair salon Tukkanuotta. The company description and services offered are listed here. The text has been polished with the wide customer base Tukkanuotta wants in mind.

Element 4. Interactive picture slider with pictures from Tukkanuotta's salon. The slider is done with Autson Skitter Slideshow Joomla! extension.

Element 5. Text box 2, containing information about the employees and their caricature pictures to give the website a light touch – as requested by Tukkanuotta.

Element 6. Banner with information about the salon opening times and the phone number for reservations.

Element 7. Pictures of the employees.

Element 8. horizontal picture slider with fast portfolio of the things the salon has done in the past. A quick peek in to what can be done at the salon. Done with sigplus image gallery Joomla! extension. Configured to have buttons on each end that slide the pictures to left or right. Clicking the picture will open it as a larger size image with information about the haircut, hair-do or coloring work.

Element 9. Page footer. Visible separator of the page content and an end marker. The footer also brings the theme back together by featuring the same red as the menu bar.



Figure 6. The actual layout, finished website.

6.7 User help and guidance for Tukkanuotta's employees

Joomla! is relatively straight forward and simple to use, but it will still require clear and easily readable instructions that are understandable without further consultation. Since one of the main aims of the site was to make it easily updatable by the employees a good manual needs to be produced to support the and encourage the usage of the new Joomla! website.

I will make a step by step introduction on how to use the backend login of Joomla! that can be accessed from anywhere and what can be done once the employee is logged in. The manual will be mainly visual, to make it easily understandable.

Joomla! allows for multiple backend users and the content management rights of the users can be modified by the superadmin. This makes it easy to block out the functions that the employees don't need to use. The employees have expressed their worries over making a bad mistake and in process breaking the functionality of the website. This will not be a problem however, when things like website layout, plug-in management and module management are locked on employee accounts.

The manual mainly talks about how to add articles to the site and how to manage the content. The manual will also have instructions on how to add, remove or modify the pictures on the website and in the gallery of the website.

7 CONCLUSION

7.1 Recommendations

This thesis tried to evaluate most of the available marketing methods that Tukkanuotta can use. I will try to keep recommendations to the financially viable options, one of the main themes of the thesis. Some of them are already being used, such as the frequent customer stamp card where the customers collect stamps and get free service when the card is full. The current card has all the contact information and opening times of Tukkanuotta and encourages customers to return. On top of the list for recommended marketing actions are customer loyalty programs, careful print media advertising and word of mouth marketing as well as using the place of business and the business front for the salons advantage.

The customer loyalty and return program that is currently used could be expanded. Keeping track of how often people come for a styling or coloring is already done by the customer stamp card. All the stamps have the current day on them. Giving out discount coupons to people who had a long break or even sending them to the customer by email or mail if the details of the customer would be collected, this would function as a friendly reminder. This is of course all optional. The discounts can also be given to the customer at the salon or through newspaper advertisement.

Adding additional benefits to being a loyal customer and using those loyal customers to Tukkanuotta's benefit is the key to getting more customers and those customers to visit more frequently. Recognized good frequent customers could for example be given "invite a friend"-coupons. This could be done through Facebook if they have agreed to the picture taking and are part of the Tukkanuotta's Facebook network or by giving the customer a coupon personally after a haircut. This coupon could for example hold a good discount to a first time customer or free additional services or products. This would lure in new customers through added benefit and the good word of mouth delivered by the current customer and as we all know, nothing is more convincing than an endorsement from a good friend.

From the mass marketing medium there are two clearly viable options – Radio Ramona and the local Newspapers Länsi-Suomi and Uusi Rauma. Tukkanuotta is already using newspaper advertising and a small ad is often bought for the local paper. It would be a good idea to ask from old and especially from new customers what prompted them to come to Tukkanuotta. This way you could get some feel how effective the advertising has been. Radio Ramona offers relatively cheap advertising campaign. It is of course more expensive than taking up small ad space in the paper. Test campaign would still be worth it – with proper measuring.

From other more obscure marketing mediums the customer or business gift approach is cheap and delivers value nicely. These include items like pencils, key rings, calendars. Pen would stay with the customer and remind them of Tukkanuotta from time to time. It could even give them some information about opening times or contact details when they need them.

The store front is already used for capturing more customers with a stand. Many people still go for a hair cut on the lunch hour or just when passing by and when they have some extra time on a whim. It is important to let passers by know if there are unused free times on the schedule for that day. This can make for a fast decision and an easy sell.

Recommended additional content for the website would be up to date price information, because it is not on the website currently. During the process of making the new website I asked if the price information should be on the website or not. The answer was negative. I would however still recommend adding the information on the site, because price details are one of the main things people want to check from a hair saloon website. There are two arguments I can think of against having the price information on the website: Prices change a lot hence the information doesn't stay up to date and the prices might be higher than some of the competition thus turning away potential customers. First argument doesn't hold true anymore with the new website in play, since the content is easily updatable by all employees with the new Joomla! content management system and the manual provided for the users. Second argument doesn't seem valid either, because customers are no more likely to go for mystery prices than a bit higher prices. Clearly telling prices and justifying higher

prices with quality service is the right way to go and as my research show Tukkanuotta is not the most expensive hair salon in Rauma.

The second recommendation for the website is linking the site to the social media, more specifically to the facebook page of Tukkanuotta. The justification for this can be found in the section 5.2.4 that talks more about social media, and possible solutions in Tukkanuotta's case.

7.2 Evaluation of Process

The purpose of this thesis was to make a new and more appealing website for Rauman Tukkanuotta that would be easier to use and to update. I chose Joomla! as the working environment because it provided all the tools I needed in an easy package and it made possible the easy and fast updating of the content of the website by the means of back end log in. Multiple users can be added and they can all be given different rights to modify the content of the website as needed. The features not needed can be restricted so no mistakes are made while editing the content.

The secondary objective of the thesis was to make a marketing plan for Tukkanuotta, keeping in mind that it needed to be realistic. There is not a lot of money in the marketing budget, so it limits the scope of marketing actions that can be taken, since most of the tactics do cost some money. It became important to choose the correct recommendations for the use of the limited budget – for example advertising on the local TV channel might sound good, but it is actually relatively expensive and the amount of potential customers reached is very low.

I think I reached my objectives. If I would start the thesis from beginning now I would read more of the other good thesis to get a better picture of what was expected from me. I would also make a better plan and map out the time table for completing the thesis better. Doing the thesis didn't take me that long thou, even thou I was working at the same time. I started the thesis in January and I finished my work in May. My original plan was to be done with the thesis already in April. I didn't how-

ever take in to account the seminars. So the dates for the seminars were postponed several times.

As an end note I can say that I learned a lot about website building during the process as well as about doing research and keeping track of the collected material and data. I also got to do quite a bit of practical work during the thesis work, which I liked.

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APPENDIX 1. Pricing table of Rauma based hair saloons



APPENDIX 2. Thesis key words and key terms

VAT – Value added tax

Joomla! 1.7 – Website building tool with content management system.

CSM – Content management system, a computer system that allows publishing, editing, and modifying content as well as site maintenance from a central page

IRC – Internet relay chat, protocol for real time internet messaging

CRM – Customer relationship Management

SEO – Search Engine Optimization

HTML - HyperText Markup Language. HTML elements are the basic building-blocks of webpages.

FTP - File Transfer Protocol, standard network protocol used to transfer files from one host to another

MySQL - Commonly used relational database management system (RDBMS) that runs as a server providing multi-user access to a number of databases.