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MARKETING COMMUNICATIONS PLAN FOR THE ELECTRICITY
SALES OF PORI ENERGIA OY

Degree Programme in Innovative Business Services
2013

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Degree Programme in Innovative Business Services

April 2013

Supervisor: Kulmala, Rami

Number of pages: 68

Appendices: 2

Keywords: marketing, communications, consumer buying behavior, electricity market

The purpose of this thesis was to create an enhanced marketing communications plan for a local electricity seller Pori Energia Oy. With the help of the new plan, it was desired that Pori Energia would improve its company image and increase its clientele. In addition, possible new ways to store and follow-up the plan were considered.

Pori Energia felt that their marketing communications plan, as it was at present, was not serving the company in the right way. Their current plan had some deficiencies that they wanted to overcome, such as poor usability. The company was interested to hear new ways it could do marketing and receive more visibility in the Satakunta region.

The theoretical framework for the thesis was based on Raatikainen's (2004) starting point analyses, which included analyses about the market, company and competitors. Furthermore, a SWOT-matrix was constructed from the facts that were discovered through theory. Also, other theories that supported the starting point analyses were used during the process.

The result of the thesis was an enhanced marketing communications plan, which included some guidelines on how to do social media marketing. However, since the plan had not been applied by the company before this thesis was published, it is yet to be seen will the marketing plan work as it was meant: bring Pori Energia more clientele and enhance their public image.

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1 INTRODUCTION

According to theory, if a company today wants to reach prosperity, it is not enough to only offer the right products and services at the right time, but it is also a question of how it communicates itself and its products to the market. But, as there exists a wide variety of approaches and actions for companies to use in their marketing communications, companies are often left confused and plans made may not be utilized to their full potential. However, if a firm wants to achieve growth in today's competitive environment, a functioning and complementing marketing communications plan is a necessity. (Stapleton & Thomas 1998, xvii.)

1.1 Pori Energia

Pori Energia Oy is an energy producing company, which main office is located in the city of Pori. It has been operating now for over a 100 years and employs over 200 persons in the Satakunta region. Therefore, it could be said that it is a significant employer in the region. Its customers consist of households and companies, to which it can offer, not only heating and energy services, but also expert services, such as consulting. (Pori Energia brochure, Heat, light and energy.) Pori Energia's clientele is mostly focused to the Satakunta province, center point being the city of Pori and its surrounding municipalities, but it can offer electricity to its customers anywhere in Finland, despite the location. The company's turnover in the year 2011 was over 160 M €. (Pori Energia Toimintakertomus 2011, 4-8.)

Pori Energia's business is relatively wide and it includes different business units, such as engineering and electricity sales. Therefore, to be able to prepare a concise plan fitting to a thesis form, the subject was limited to apply only the company's electricity sales to private households. In our first meeting with Jouko Kataja, manager of the sales unit, and Eeva Ylänen, the person responsible of marketing and announcements (personal communication on 22.5.2012), it was discussed that, when it comes to marketing actions, customers are retained in Pori and acquired outside of Pori. This was, because a vast majority of the consumers living in Pori already purchased

their electricity from Pori Energia and, therefore, there were no reasons to try to acquire them. Then again, there were still many consumers outside of Pori that were currently buying their electricity from someone else. Kataja and Ylänen said to me that they wished that this division would be noted in the enhanced marketing communications plan.

1.2 Objectives and purpose of the thesis

In the theoretical inspection by Stapleton and Thomas (1998, xvii), it was mentioned that the problem of having too many options to choose from and not being able to utilize plans to their full potential, is a common problem for companies today. This fact can also be seen in Pori Energia's case. From their current plan, it could be seen that they had thought about possible ways to improve and update the plan, but most of these ideas were left to their preliminary stages or not applied to their full potential. The purpose of this thesis is to eliminate this problem and create the company a clear, working and easy to update marketing communications plan, which would, in the end, enhance Pori Energia's image and increase their electricity sales to private households.

The first objective of this thesis is to set new and enhance the present targets set in Pori Energia's marketing plan. One obvious addition to the plan would be the usage of Internet in their marketing, which currently is not mentioned in the plan. Kataja and Ylänen told me (personal communication on 22.5.2012) that, as I would be planning new actions, environmental issues should be taken into consideration. That is, because green values are a trend that Pori Energia and many consumers today are very aware of. The company would not only want to see the theme of eco-friendliness in their enhanced marketing communications plan, but also they would be keen to have an insight to any new trends entering the market. According to Kataja (personal communication on 20.6.2012), it takes time before the company can react to any changes in the market and knowledge about any future trends would bring them a competitive edge. Thereby, being able to give the company insights of future trends formed to be my second objective.

Third objective was that I could answer the question of how to effectively retain and receive new customers with the help of marketing. Naturally, Pori Energia was interested in increasing its clientele, but it also wanted to keep its current customers. The company would also be interested to hear what could be a suitable follow-up technique for them to use to keep on track of their customer flow, as they start applying their new plan. At present, Pori Energia is working in cooperation with Osuuskauppa, meaning that the electricity company is distributing S-bonuses to its customers. According to Kataja and Ylänen, (personal communication on 20.6.2012), the marketing team feels that the factor of S-bonuses has brought the company more loyal customers. However, they feel that they are still not exploiting the benefits of S-bonuses enough and more could be done in marketing actions to benefit from them.

2 STARTING POINT ANALYSES

To be able to have a comprehensive picture of what Pori Energia's electricity marketing needs to be effective and to work in its business environment, starting point analyses shall next be conducted. These analyses assess both external and internal factors that should affect now, or in the near future, Pori Energia's marketing actions. The external factors that will be discussed include environment, market and competitor analyses. The internal analysis, also referred as company analysis, examines the company's current capabilities and actions. After the mentioned analyses have been carried out, a SWOT matrix shall be constructed from the found facts. The matrix can reveal what are the gaps in Pori Energia's current plan and help discover the new possibilities it has. (Raatikainen 2004, 61-68.)

2.1 The marketing environment

The marketing environment constitutes of several external factors that the company has little or no control over. But, even though these external forces are relatively uncontrollable, a company should still try to adapt to the changes they bring and possibly even find advantages in them. (Sherlekar, Prasad & Victor 2010, 32.) In her book, Raatikainen (2004, 62-63) has divided environment analyses into four main categories: societal changes, economical factors, new innovations and international-

ization. However, even though I will be using her theory of the starting point analyses as a layout for mine, I felt that more specific determinations of the marketing environment were needed. Sherlekar et al. (2010, 32) have divided the factors affecting marketing environment into eight, more specific categories:

- Demography,
- Economic environment,
- Social and cultural environment,
- Political and legal environment,
- Technological environment,
- Ecology,
- Demand and
- Competition.

However, as the theory presented by Raatikainen includes a separate examination into competitors, competition as an external factor influencing the marketing environment is left untouched here. The subject of competition will be addressed in the chapter of 2.3 Competitor analyses.

2.1.1 Demography

As marketing actions should be directly based on a company's customers' necessities, it would be foolish for it to ignore the science of demography. To say it brief, demography examines the population and its distribution from the quantitative point of view, meaning, for example, the age and sex of a population. Companies can easily benefit from the knowledge received about the population in their marketing actions. For example, if the population of an area would be growing, it would mean a growing market for the company which is operating in that area. Thus, the science of demography can help a company react on time to changes in population. (Sherlekar et al. 2010, 32-33.)

According to Ylänen and Kataja (personal communication on 22.5.2012), even though it is possible for the company to sell electricity all over Finland, Pori Energia's target market is the region of Satakunta. That is why I will be focusing on that

specific region in my demographic analysis. Currently, most of the private household customers come from the municipality of Pori, which might be due to the fact that the company's main office is located there and, thereby, it is more visible in Pori than it is in other surrounding municipalities.

Satamittari is a website, which collects information about the Satakunta region. Anybody can access the information and read the latest news about the development and establishments of the region. It is also possible to examine singular information about each municipality located in Satakunta. The webpage includes information, for example, about the region's wellbeing, labor markets and any studies made about the subject of Satakunta, such as theses. (Website of the Satamittari 2012)

This tool presented above can offer a company, such as Pori Energia, a low cost method to examine the development of their business environment from the point of view of demography. What makes Satamittari even more useful is that it has divided Satakunta into three subregions in its analysis of the population: Pori, Rauma and Northern Satakunta. This division enables Pori Energia to get more precise information about how to effectively market themselves in each of the mentioned subregions.

As a common structural trend in Finland, there are more senior citizens living in Satakunta than there are young. In addition, compared to the national structure, there are relatively more seniors living in Satakunta region. The amount of working-aged and under 14-year-old people has declined from 1993 to today. From the subregions, Pori and Rauma share similar population structures, whereas Northern Satakunta has significantly more seniors. (Website of the Satamittari 2012)

As mentioned, since the year 1993, the amount of population has been declining in the whole region of Satakunta, but it has now started to moderate and has even grown in recent years. The greatest loss of population has happened in Northern Satakunta, in which the declining is still continuing. According to Satamittari, the factors that have affected to the declining of the population are low birth rate, negative migration rate in inter-municipal migration and, due to the amount of aging popu-

lation, the relatively high death rate. However, international migration has filled some of the loss in population. (Website of the Satamittari 2012)

Following the patterns of recent years, Satamittari has been able to create forecasts about the future population structures in Satakunta. According to them, the region's population will continue declining and in 2040 the population will be 4,1% lower than it is now. The population of the subregion of Pori is expected to stay approximately the same, while Rauma and Northern Satakunta will suffer the largest losses. In Northern Satakunta, the loss in population is expected to be as high as 12,4% by the year 2040. (Website of the Satamittari)

2.1.2 Economic environment

Of course, for a business to be a successful one, it needs people that are willing to spend on it. A company needs to be aware of what kind of purchasing power the market has, in order to make profit. A recession or an economic boom should directly affect the marketing actions of a company, since they can create significant changes in the marketing environment and in consumer behavior. (Sherlekar et al. 2010, 33-34.)

Even though theory suggests that the economical conditions should affect on a company's marketing plan, this may not be the case when it comes to an electricity seller, such as Pori Energia. According to Kataja (personal communication on 20.6.2012), depression or an economic boom does not effect on the amount of electricity sold to private households, since everybody still need to purchase it. The effect is rather seen in the industry side. Since this thesis concentrates on private households, it could be said that the economical conditions do not, in this case, affect the forming of a marketing plan.

2.1.3 Social and cultural environment

As the world changes, so does the culture and social values of people. For marketers to be able to promote their business in the right ways, they need to be aware of these changes and react on time. The social and cultural changes can be divided into three categories, first one being the changes we have in our lifestyles and values. This indicates, for example, the emphasis on quality instead of quantity and to the changing

role of women. The second one is the concern for major social problems, such as pollution and environmental welfare. The third and the last one is growing consumerism. It refers to the fact that people are more and more willing to spend on products that emphasize social responsibility and a customer orientated approach. Today, according to customer standards, it is not just a question of good materials being used, but also a question of quality of life. (Sherlekar et al. 2010, 34.)

One of the most visible marketing trends today has definitely been the concern for the environment and future living conditions. This can be seen not only in the marketing of Pori Energia, but also with its competitors, who all emphasize environmental issues in their marketing. However, even though it could be said that Pori Energia's marketing is following the current trend of environmental care and social responsibility, they would be keen to know what is going to be the upcoming trend. According to Kataja (personal communication on 20.6.2012), it takes time for them to react with their marketing actions to the changes in social and cultural environment, which is why it would be a huge benefit for them to know beforehand the changes ahead. This could also give them an advantage in comparison to their competitors.

Nobody can predict the future, but one tool that could be used to be able to foresee the social trends is a customer survey. Pori Energia conducts a survey once a year to see how do consumers feel about the services that Pori Energia is offering. The problem with the survey is that during recent years, there has not been enough respondents and dispersion in the customer groups. It has mostly been senior citizens that have answered and returned the questionnaire. This has made the questionnaire to some extent unreliable in finding out consumers' opinions and suggestions. However, if Pori Energia is able to increase the number of respondents and even up the dispersion, the survey could be used in giving the company hints of any upcoming trends.

2.1.4 Political and legal environment

Politics and legislation can have a significant impact on how companies do business, as they can limit the environment companies are working in. For example, limitations that have had recently a lot of media time are anti-pollution laws. These new regulations have forced companies to change the way they do business and manufac-

ture products. Every country has different regulations for businesses, therefore the question of how much does legislation and politics influence in companies is subjective. (Sherlekar et al. 2010, 34-35.)

New legislation is something that also Pori Energia needs to adjust to and learn to apply in their business. A relatively new statutory duty for them is the installation of remote-readable electricity meters, which needs to be carried out by the end of the year 2013. These new electricity meters allow consumers to have the possibility to further examine their electricity usage, by seeing more clearly their hourly and daily consumption. In addition, any electricity delivery problems or blackouts are more visible for the consumers. The new regulation also enhances Pori Energia's business; there will be no need for them to send somebody to read a household meter or send their customers estimated bills, since the usage of electricity is readable real time online. Moreover, it will be enhancing their customer service, since they are more capable in tackling the problems with delivery and blackouts in real time. (Website of the Pori Energia 2012)

According to Kataja (personal communication on 20.6.2012), there has not been any new legislation recently that would have significantly effected the rules of marketing electricity. Nevertheless, he says that the company needs to obey the rules given by the government. As an example of the limitations they have, Kataja mentions that they need to announce the origin of the electricity, how much of it has been produced with nuclear power and how much carbon dioxide has the processing of electricity produced.

As mentioned, anti-pollution laws have become more dominating during recent years and these regulations may have completely changed the manufacturing processes of a company. Also, after the consumers have become more environmentally conscious, the new laws have become important factors in marketing. This gave me an idea that Pori Energia could exploit the new regulations, such as the new remote-readable meters, more in their marketing actions. Instead of just informing the consumers that it is a statutory duty for them, Pori Energia should market it as a new feature that it is offering to its customers.

2.1.5 Technological environment

New technologies are something that companies need to follow constantly, since the development is fast. If a company is not up-to-date with the latest technologies, it can, in a worst case scenario, lose its business to competitors. In addition, new technologies can offer new sources of economic growth, as they can enhance current working methods and optimize business operations. (Sherlekar et al. 2010, 35.)

One new technological improvement could be said to be the one already mentioned above, the remote-readable electricity meters. Even though the new device is statutory, it optimizes some of Pori Energia's business, thereby allowing economic growth. When asked how the company monitors technological development, Kataja mentions (personal communication on 20.6.2012) several ways. Firstly, the company has a service and product development team that meets up once in every two weeks. The team consists of members that are all working in different business units. During these meetings, new ideas and enhancements are discussed and the industry's general development is followed. Secondly, Pori Energia is a member of an organization called Energiateollisuus ry, which has its own research and development unit. If something new is revealed, Pori Energia will receive the information through them. Thirdly, the company also does some investigations about the subject themselves. They are constantly following if there are any writings concerning the industry and what are their competitors doing on the Internet and with their customer magazines.

Energiateollisuus ry and Fingrid Oyj have produced a brochure called "Hyvä tietää sähkömarkkinoista" (Good to know about the electricity market) (Kauniskangas n.d., 20-21). The brochure includes a section where the future sights of the electricity industry are examined. It reveals that it is suspected that as Europe gets more united, also the production of electricity will. Electricity would be produced only during those times when prices are low and the production would happen in countries where it would be the most environmentally friendly and economically beneficial. This would enable the consumers to always get their electricity in the lowest price and as environmentally friendly as possible. It was also mentioned that in the near future,

private households could be able to sell the energy they produce, for example, through sun panels.

However, when I asked Kataja (personal communication on 20.6.2012) that should their marketing actions react somehow to these future sights, he remained relatively skeptic. He told me that the production of electricity in Europe where ever it is the cheapest will not be happening at least in twenty years or so, since the idea itself is still in its infancy. Even though this would someday happen, Kataja suspects that Finland has good possibilities in offering electricity to rest of the Europe in a low price. Kataja also thinks that recognizing private households as electricity producers is not current at the moment. This type of electricity production is not supported by the Finnish government, but, for example, in Germany it is. Without any assistance, private energy production is too costly to be recognized as a viable option. And, even though it would become an assisted production method, it would be more the business of the company owning the electricity network, rather than the one selling the electricity.

Since both of the mentioned features seem to be of such nature that they will not be effecting the market in the near future, they are not taken into consideration in the forming of the final marketing communications plan.

2.1.6 Ecology

When talking about the current marketing trends in social and cultural environment analysis, I already touched the subject of ecology. Today, companies are expected to use renewable and less polluting resources and they are pressured to do that by legislation and by consumers' wants. If a company would not have any type of environmental aspect in its marketing program, it could be that it would not survive, since it would not meet the societal demands of customers. In the future, it is expected that the concern for the ecology will become even more important than it is today. (Sherlekar et al 2010, 36-37.)

As mentioned earlier, Pori Energia has integrated ecological issues to its marketing program. For example, it markets itself as a energy company that produces electricity

locally, it recently acquired an electric car and it has been involved in environmental occasions, such as “Kestävän kehityksen kesäpäivä” (Summer Picnic for Sustainable Development) organized in Pori. (Website of the Pori Energia) In addition, according to Kataja (personal communication on 20.6.2012), the company is interested to highlight even more the green aspects of their business and apply this characteristic in their marketing. The company would be keen on involving to other related occasions as well.

The topic of ecology is also related to relatively new sources of energy, such as sun panels, wind power and hydropower. According to Kataja (personal communication on 20.6.2012), Pori Energia is currently selling its customers wind power for a small extra fee compared to other energy forms. If a customer wants to purchase electricity produced with wind power, he will be paying around 20 cents/kWh more than the other customers. Right now, the market share of wind power is not remarkable in Pori Energia; only around 0,4% of the consumers have chose to purchase it. However, the company is expecting an increase of interest towards it in the near future.

But, when looking at the company of Pori Energia, I do not see environmental friendliness as the only reason why they should combine ecology and marketing. In recent years, there has been fierce storms once or twice a year all around Finland, which have cut down power lines and left consumers without electricity for hours, if not even for days. However, as I was discussing the subject with Kataja (personal communication on 20.6.2012), he said that this aspect could not be used in marketing, since the electricity network and the company selling the electricity are two different parties. Still, I have to disagree with Kataja's statement. The question that came to my mind was that how many of the customers know that the electricity network and seller were two different parties? From my own experience, I would say not that many. And, as Pori Energia is the company to which customers address their bills to, it is Pori Energia's image that will suffer from any electricity disruptions. That is why I find it important that power cut downs should be noticed in the new marketing program.

In addition, what could be done is enhance the communication between the electricity buyer and seller. During the last storm, Pori Energia was unable to update all the power cuts online on a timely manner. According to Kataja (personal communication 20.6.2012), the company is now building a new website which would have a better usability both for the customer and for Pori Energia. The new website would be offering a better communication channel with customers. However, Ylänen estimates (personal communication on 20.6.2012) that it will take another year or two before the website is completely ready.

2.1.7 Demand

Consumer demand is something that can be very hard for a company to predict and measure. Still, it should be the business driver. If it would be that a company would not be able to satisfy its customers and fulfill their needs and wants, it would not have a business to start with, since without demand there will be no business. When conducting marketing programs, customer demand should be a key factor. (Sherlekar et al. 2010, 37.)

In the electricity selling business, it is clear that there is a demand. It is not many consumers today that live without the comfort of electricity. But, because of competition, the concentration on consumer demand is vital for companies. As said, it might be hard for a company to solve what consumers actually want, but one thing that might be helpful are customer surveys. As mentioned earlier, Pori Energia conducts this kind of a survey once a year. In the end of the survey, consumers are asked what kind of development and enhancement ideas they have for the company. The consumers are free to answer the question in their own words. (Pori Energia asiakaskyselyn yhteenveto 2012, 36-39.). The feedback received is vital information for Pori Energia, if they want to fulfill their customers' demand.

Still, the consumer survey is not the only thing that can reveal consumers' desires. That is why the subject should be examined from many angles, before making any final decisions about where the focal point for the marketing program should be. That is why more analyses shall be conducted as this thesis moves further on.

2.1.8 Summary: What was learned from the marketing environment?

As the analyses of the marketing environment covered such a vast amount of subjects, I decided to provide the reader with a summary of it. By studying the marketing environment, valuable information has been discovered, which can be used in forming the enhanced marketing communications plan. The study of demography revealed that Pori and Rauma share similar population structures. Thereby, it could be concluded that a marketing tactic used in Pori should also work in Rauma. Then again, when marketing in Northern Satakunta, it should be noticed that there are significantly more aging people than there are in the other two subregions. The aging population might find a different marketing method more appealing than the other two.

However, what is negative about the study of demography is that it does not consider consumer behavior, which is a fact that should also be taken under consideration when creating a marketing communications plan. (Sherlekar et al. 2010, 33) For example, even though Pori and Rauma share similar population structures, it does not necessarily mean that they would share similar reactions towards marketing actions.

The loss of population was also discussed in the study of demography. It can be said that it is good that Pori Energia has built its strongest customer base in Pori, since it seems that the subregion of Pori will not be suffering as much population loss as the other two. It was revealed that this was partially because of international migration, which is expected to grow in the coming years; it was mentioned in Satamittari that international migration has covered some of the negative migration in the Satakunta region. Thereby, it should be acknowledged by Pori Energia that they need to be more prepared in offering their services also in other languages, such as in English, and make sure that they have language skilled personnel working for them, especially in customer service. Currently, the company is not even offering a possibility to read their homepages in any other languages than in Finnish. If they do not acknowledge the international migration, they could be missing out an important customer segment.

Environmental issues still seem to be an effecting marketing method in any business, even though it is something everybody are doing. It could be said that environment and sustainable development have become necessities that every marketing program should have. That is why I suggest that Pori Energia would continue to market the green aspects of their business. As I was examining the social and ecological environments, some holes in the marketing program were revealed, concerning the communication between customers and Pori Energia. First one was the unreliable customer survey, which has not been able to reveal the true opinions of customers, since there has not been enough dispersion. The second problem was that consumers are not aware of the separation between electricity seller and network, which leads to the fact that when something goes wrong with the electricity network, Pori Energia is the one responsible, at least in the eyes of the consumers. What I see as possible solutions for the problem is that they either start educating their consumers about the existence of the two parties or they figure out a response tactic to use when any problems occur with the electricity network. But, it might be a good option to apply both of the mentioned alternatives. The third problem was that during fierce storms, Pori Energia has not been able to communicate the electricity problems to customers fast enough. The new homepage coming up might solve the problem, but it still takes time before they get it working.

Because Pori Energia is expecting the market share of wind power to grow in the near future, it would be foolish for me to leave the subject untouched as I develop the future marketing plan. Kataja told me (personal communication on 20.6.2012) that at present, the company does not have any marketing plans for wind power. That is, because when estimating the relationship of profit and the cost of marketing, it would not be beneficial for them to plan any marketing actions for it. But, later on I will still try to give them suggestions on where to start with their marketing of wind power as it becomes more suitable for them.

In the subject of politics and legislation, it was discovered that Pori Energia might benefit from the new regulations concerning electricity, if they are willing to take an advantage of them. What can be seen relating to the subject of new laws is the technological development, since new ideas often generate new legislation. As it was

mentioned earlier, there exists a service and development team in Pori Energia that meets up once in every two weeks to discuss the development of the industry. As the meeting consists of people from different business units, meaning also from marketing, it might be an auspicious time to start thinking how could the marketing team exploit new developments, if they are brought to use. In addition, technological developments could be communicated more through Pori Energia's customer magazine, *Wattiviesti*.

It was said earlier that a company should be able to answer consumer demand, if it wants to survive in the business world. During the analyses above, I have already discovered some issues that could enhance the communication between Pori Energia and its consumers. By acknowledging these errors, the company may have enhanced readiness to reply to consumer demand in the future.

2.2 Market analyses

According to Raatikainen (2004, 65), with the market analyses it is tried to find out what kind of potential does the market area have, what kind of customer behavior exists in it and are there any changes or trends that can be seen effecting the market in the near future. However, as I already discussed the issues of possible future trends and the economic situation in the analyses of the marketing environment, the subjects will not be discussed in the following paragraphs. In her book, Raatikainen (2004, 65) states a series of questions that should be answered when analyzing the market situation. Those questions presented are used as a foundation in the following analyses of the current market and buyer behavior.

2.2.1 The current market

In the analysis of the current market, Raatikainen (2004, 65) asks questions, such as who are the customers, how much are they willing to spend when purchasing the product and to what direction is the clientele currently developing to. To my mind, these three questions are the most essential ones in regards of the thesis, which is why I chose them from the list of questions presented by Raatikainen. I will start by analyzing the customers, as in who they actually are and can the market be somehow segmented.

Who are the customers?

The segmentation of a market is the first thing to do when determining who are the customers. If a company does not segment its market, it faces the risk of delivering a wrong message to a wrong person. Segmentation may also allow a company to discover a new portion of the market that has previously been left unnoticed by competitors and by the company in question. Thereby, by targeting the right segment, a company can gain competitive advantage. In addition, segmentation can help a company to discover a part of the population that is forced or more willing to use money to the services offered. By targeting that specific segment with their marketing, the company may retain more profit. (Luther 2001, 55.)

There exists different methods to be used when segmenting a market, and many companies combine multiple options for them to be able to separate segments as good as they can. The two most commonly used methods are demographics and/or psychographics. As already earlier presented, the science of demography is related to such issues as sex, age and nationality. Then again, the study of psychographics is about the values, lifestyles and attitudes that consumers have. The popularity of using psychographics in categorization of customers has been growing, due to the fact that there exists a proven connection between the values a consumer has and his consumption habits. Also, the values of a consumer effect the way he responds to marketing efforts. (Luther 2001, 56.)

I asked Ylänen (personal communication on 6.11.2012) to tell me about the segmentation they were currently using. She told me that the company did not have an accurate segmentation technique in use. There were two reasons for it. First of all, the company had not found it very useful to specifically segment the market, since every household needed to buy electricity from somewhere. The second reason was that they did not want to be labeled as an electricity company that only sells to a specific group, such as seniors or families. Ylänen did say that some of their marketing actions were loosely tied to segments. For example, exhibitions and “Lämpimän veden viikko” (Hot water week) organized in the local outdoor pool were counted as family occasions. Ylänen also said that Pori Energia would be interested to find a golden

mean in its marketing actions, so that its marketing actions would be serving the whole market.

However, Ylänen is able to identify (personal communication on 6.11.2012) three main segments in their market based on the age and life situation of their customers: 20-30 year olds (students), 30-60 year olds (working and/or families) and 60+ year olds (pensioners). From these three groups, 30-60 year olds can be said to be the most profitable ones, since they usually live in detached houses, which have two or more residents. In these type of households the person signing the electricity contract is usually a man. In the other two segments, the person signing the contract is usually a man, if there is more than one person living in the household. Still, Kataja warns (personal communication on 22.5.2012) that even though the middle segment is the most profitable one of the groups, it is also the most riskiest one. It has been noticed that consumers that have families and live in detached houses are more price conscious than the other two groups. Thereby, this group has a higher probability to tender electricity prices and choose a company that sells electricity at the cheapest price.

It has now been identified who are the customers of Pori Energia. It has been recognized that if there is more than one person living in a household, it is usually a man who signs an electricity contract. However, I do not see that this is a feature that should be noted in marketing actions, since it can be assumed that the man is the only one who is affecting to the final purchase decision. It can be seen above that Pori Energia's customer segmentation is based on the demographic features of customer. But, as it was mentioned by theory, also psychographic features are an important factor in consumers' responses. Pori Energia could benefit from acknowledging this segment of science as well. The psychographic features will be discussed further on in the chapter of 2.2.2 Consumer behavior.

How much are they willing to spend?

Taking into account the current economic situation, the answer to the question would be not much. It was also mentioned above that customers, specifically those ones who live in detached houses, are very price conscious. The importance of the cost of

the service can also be noticed in Pori Energia's customer questionnaire. It was discovered there that 70% of the respondents found that the clarity and understandability of the invoice, in addition to competitive pricing, are very important factors. With this in mind, what is an alarming fact is that not that many consumers are willing to give Pori Energia a good grade for the mentioned issues. In fact, all the three mentioned characteristics received the lowest grades. (Pori Energia asiakaskyselyn yhteenveto 2012, 15)

Based on facts presented above, it can be said that when it comes to selling electricity, consumers are very price sensitive. However, based on theory, choosing marketing actions that put too much emphasis on the pricing of a product are too risky to take, since just price itself can not differentiate a product (McDonald 2008, 128). Therefore, it should be other characteristic than price that is highlighted in marketing, if a company wants to create customer loyalty. And, in the end, it is customer loyalty that Pori Energia needs to achieve to be able to function as a stable company.

What direction is the clientele currently developing to?

Despite of the fact that Pori Energia is not doing well in some areas according to its customers, they have been able to steadily increase their clientele. The increase has been from 1000 to 2000 new customers a year, of which most are households located in the area of Satakunta. Kataja told me (personal communication on 6.11.2012) that they have been consciously trying to increase their clientele through marketing.

Based on the demographic examination that was made in the beginning, the amount of population is going to stay on the same level in the areas of Pori and Rauma. However, Northern Satakunta has been losing its residents continually and, therefore, it should be thought is it worth investing for in the future marketing wise. And, if it is, how much should be invested in it. In addition, even though the amount of residents in the areas of Pori and Rauma were expected to stay the same, there were still going to be some structural changes, meaning that in the future, there will be living more people with international backgrounds in these two areas. This will probably modify Pori Energia's customer base, which should be considered in the near future.

2.2.2 Consumer behavior

As mentioned earlier, psychographic features of a consumer also play a role in the consumer decision making. When examining consumer behavior, it is tried to find out what strives people to purchase a certain product. Questions, such as what kind of advertisement does the target group find appealing, who makes the final decision of purchase and does there exist loyalty within the consumer group, are questions that can help the company with their marketing actions, when examined profoundly. (Raatikainen 2004, 65-66.)

Even though consumer behavior is a relatively new field of study, it has identified many characteristics that should be recognized. Consumers may have different motives guiding them, they may be effected by social pressure or it may be that it is just their attitudes and beliefs that are guiding them in a purchasing situation. All of the characteristics mentioned effect on how a consumer reasons his purchase, if he chooses to buy the item in the first place. (Sherlekar et al. 2010, 142-149.)

Since consumer behavior is such a wide subject in itself, it is impossible for me to go it thoroughly through. That is why I decided to narrow down the subject and focus on issues that have been already noticed to have some kind of effect on electricity buying behavior. When I asked Kataja and Ylänen (personal communication on 20.6.2012) if Pori Energia has researched their customers' behavior in the past, they told me that it had not been done before. Still, they had a strong hunch what drove consumers to buy from them and they named three things: locality (for consumers living in the Satakunta region), relatively low pricing and the possibility to earn S-bonuses. As the current trend is that people favor near produced items, Kataja believes that the locality of the company is a factor that will have a growing significance also in the future.

But, since Pori Energia did not have any scientific information available, I needed to do some further research on my own. I came across a thesis (Kolis, 2012) that had been made for a company called Lappeenrannan Energia Oy, a similar type of company to Pori Energia located in the city of Lappeenranta. The main target of the thesis was to study how a positive attitude towards environment affected the buying be-

havior of electricity. However, it also studied buying behavior in general, as in what had influenced the consumers' buying decision when they decided to purchase electricity from Lappeenranta Energia.

The results of the study show that consumers felt that the ease of buying electricity and the need to have an electricity agreement made promptly had had the greatest affect on buying electricity from Lappeenranta Energia. In addition, the locality of the company had affected positively to consumers' buying decision. Altogether, over half of the respondents felt that the familiarity of the company, the ease of finding information and the reliability of electricity delivered had had a significant or of some importance to their decision making. A bit surprisingly, the characteristics that the consumers thought had had the least affect on their buying decision were the customer loyalty benefits (for example bonuses, such as S-bonus) and the recommendations of others. 30,7% of the respondents felt that the loyalty benefits received had had no affect on their buying decision. Still, 46,4% felt that customer loyalty benefits had had at least some kind of influence to their buying decision. The author believes that the reason for the lack of influence of consumer loyalty benefits is, because consumers today have so many loyalty programs to choose from, the significance of any specific benefit is left unrecognized. (Kolis 2012, 63-64.)

Therefore, it seems that S-bonuses do not affect consumer behavior as much as assessed by Kataja and Ylänen. Moreover, even though Kataja and Ylänen suspected the price of electricity to have a significant importance, the study proves otherwise. It was under half of the respondents, 44,5% to be exact, that felt that the factor had affected significantly or it was somewhat important. In addition, 18,9% said that price had affected only to some extent. The study also found that the older the consumer, the more important is the factor of price. Consumers aged 60+ had been more affected by the pricing than any other of the age categories. (Kolis 2012, 64-66)

However, as mentioned already earlier, according to Pori Energia's own customer survey, the factor of price was important for consumers. The difference between the results of these two surveys can be explained. As mentioned before, at present, Pori Energia's consumer survey had the problem that it did not have enough dispersion

and most of the respondents were seniors. Then again, Kolis proved in her survey that consumers aged 60+ are most affected by pricing. Pori Energia might receive a similar type of result if it would be able to have more dispersion in its research.

When planning the future marketing communications plan, it is important for Pori Energia to know how the behavioral reasons changed depending on the age group and sex of the buyers. In addition, it is important that these characteristics are clear from the readers point of view. These are the reasons why Figure 1 was constructed as seen below. Even though it is not separately mentioned in Figure 1, the factor of locality was significant in every one of the groups.

	Significant influence or somewhat importance	No influence or affected to some extent
Woman	Ease of buying Prompt need Familiarity of the company	Other recommendations Price Customer loyalty benefits
Men	Ease of buying Prompt need Price Reliability of delivery	Other recommendations The product's environmental friendliness Customer loyalty benefits
18-30 year olds	Prompt need Ease of buying Ease of finding information	The product's environmental friendliness Customer loyalty benefits Price Customer service
31-45 year olds	Ease of buying Prompt need Familiarity of the company	The product's environmental friendliness Other recommendations Company image
46-60 year olds	Ease of buying Reliability of delivery Customer service	Customer loyalty benefits Other recommendations Prompt need
60+ year olds	Ease of buying Ease of finding information Price	Other recommendations Company image Prompt need

Figure 1. Factors affecting consumer behavior in buying electricity

When it came to the issue of buying environmentally friendly electricity, such as wind power, it was noticed that the more environmentally friendly the buyer, the greater was the possibility that he was buying environmentally friendly produced electricity. In addition, it could be classified that women, consumers aged from under 30 to 45 year old and consumers who were in a leading position in their work, were the ones who were most likely to buy this type of electricity. (Kolis 2012, 60-62)

However, before making final conclusions about the adaptability of the study made by Kolis, the reliability needs to be recognized. First of all, it needs to be noted that the study in question was targeted for the new consumers; as the questionnaire was conducted between October and November 2011, the participants had signed a contract between June and September 2011 with the company. This may have affected on why so many of the consumers felt that the prompt need of an electricity agreement had had a significant effect on their choice of supplier. Furthermore, according to Kolis, she was able to get a reasonable response rate for the study, which consisted of approximately half women and half men. Also, she had succeeded in getting reliable amount of responses from all of the age groups, hence no age group was over or under represented in the study. Kolis feels that, all in all, the group of respondents can be said to be very heterogeneous, as usually are the consumers of any electricity seller. (Kolis 2012, 40-44.) Therefore, it could be said that the study is reliable and it can be somewhat applied in other parts of Finland as well. However, I feel that a same type of study about consumer behavior could be useful for Pori Energia as well, since there can exist regional differences. That is why I suggest consumer behavior to be a subject of future research for the company.

2.3 Analyzing competitors in comparison to Pori Energia Oy

It is important for a company to know who are its competitors. After it has recognized its rivals, the company should strive to find out what its competitors are doing in the market, for example, what is their current share of the market and what kind of potential do the competitors have in the future. The ability to see a bit further into the future will give a company the needed time to react to the competitors' actions. If done right, competitor analyses will also reveal the strengths and weaknesses of com-

petitors. These strengths and weaknesses can be exploited in a company's marketing actions. (Raatikainen 2004, 63-64.)

In a discussion with Ylänen and Kataja (personal communication on 20.6.2012), it was found out that they had not actually examined their competitors. Of course, they had kept track of the development of competitors, but they were not able to foresee their actions or name that company's strengths and weaknesses. I asked Ylänen and Kataja to name two or three companies they thought were the most important in competition wise. They told me to take a more closer look at the following companies:

- Fortum
- Turku Energia
- Lahti Energia

Fortum as a rival company was an obvious choice for them, since it is the current market leader. In addition, Kataja estimates (personal communication on 20.6.2012) that Fortum currently sells electricity to 10-12% households in the Satakunta region, thereby making it a competitor in Pori Energia's main market area. However, Fortum is also a company that does not really share similar features with Pori Energia, since it is an international company. Therefore, Fortum's operations can not be straightly reflected to Pori Energia. That is why Turku and Lahti Energia were also chosen. Like Pori Energia, they are also relatively small and local electricity sellers. By finding out their marketing actions, Pori Energia might be able to get hints on what direction should it develop its own marketing.

However, as it is not possible to get the mentioned competitors' marketing communications plans as they are, the examining of rivals needed to be done in another way. The following information of the companies has been collected through the Internet, meaning that the information is mostly received from the company's own homepages. Based on the information found, conclusions were made of the companies' marketing actions and what could be their strengths and weaknesses. During the discussion, the competitors' actions are being reflected to Pori Energia's actions in order to see if Pori Energia could somehow benefit from the received information.

2.3.1 Fortum

Let's start by a brief introduction of the company. Fortum was founded in 1998 and its headquarter is located in Espoo. It has in total over 10 000 employees, of which a bit above 2 600 are currently working in Finland. The company has operations in the Nordic countries, Russia and in other Baltic sea regions, and it is planning to further widen its operation area. Currently, the company has the second largest market share in selling electricity in the Nordic countries. Obviously, since Fortum is a larger company, it also has more resources in use than Pori Energia. That is why it can do marketing campaigns all over Finland, television commercials and its own comprehensive studies of the electricity market. (Website of Fortum Group 2012)

Like many other companies today, also Fortum has taken environmental issues, such as energy saving, as one of their core marketing message. The company states that their target is to be a company, which is able to keep emissions lowest in the area of Europe. That is why they invest heavily in environmentally friendly produced electricity, such as solar and water energy. What can be one of Fortum's weaknesses here is that it also lists nuclear power as one of its core competencies in producing energy. (Website of Fortum Group 2012) Considering the current negative atmosphere related with nuclear power, this characteristic might get some of Fortum's possible consumers to switch to another electricity supplier.

Another focal point in Fortum's marketing seems to be the emphasis on the future developments and generations. It not only emphasizes this with keeping its targets as sustainable as possible, but also with its sponsoring, which they do quite a lot. It seems that when Fortum is sponsoring an event, the occasion is quite often related to children, the new generation. To give a few examples, they have organized a Fortum swimming school together with Suomen Uinti- ja Hengenpelastusliitto (Finland's Swimming Lessons and Lifeguard alliance), and they sponsor Bass Campus ry, an organization that was founded to prevent children from becoming marginalized in the society. (Website of Fortum Group 2012)

After I saw how extensively Fortum markets its sponsoring activities, I started to think should Pori Energia market this feature also. The company does have some

sponsoring activities, but it has stayed relatively quiet about them. Kataja told me (personal communication on 20.6.2012) that they had a reason for it. Every year Pori Energia receives numerous applications applying for a sponsorship. They are afraid that if the company would further promote their sponsoring activities, they would have even more applications on their hands. In the end, it would only be more time consuming to pick out the targets to sponsor and it might also cause resentment among the groups that were not chosen as sponsoring targets. Instead, Kataja says that they are willing to market the donations Pori Energia gives, as it is less likely that people would complain about not getting one.

When it comes to the usage of the Internet, Fortum is ahead of Pori Energia. First of all, compared to Pori Energia's present homepages, which are quite plain and simple, Fortum is able to offer more information for consumers. Fortum is also able to reason its pricing and tell it to the consumers more understandably. In their homepages, Fortum has a link from which one can download a publication made by Energiateollisuus and Fingrid Oyj. The publication is called "Hyvä tietää sähkömarkkinoista". It was already earlier mentioned in the section of 2.1.5 Technological environment. It describes very clearly how the pricing of electricity consists and how it is produced for the use of households. It was mentioned earlier in the analyses of the marketing environment that Pori Energia should try to educate its consumers more. If it chooses to do that, sharing the same information written in the publication could be a good start. As it was proven by Kolis (2012, 64) in her thesis, the ease of finding information has a notable influence to consumers as they are searching for an electricity supplier.

To continue the discussion of using the Internet, it needs to be mentioned that Fortum uses social media more extensively than Pori Energia; they are functioning in Facebook, Twitter and LinkedIn. Through Facebook and Twitter, the company gives out general information related to energy and to power cuts. In Facebook, people can also take part in lotteries and in competitions. At present, Pori Energia is in LinkedIn, but not in other social medias. However, as I was discussing the usage of social media with Kataja and Ylänen (personal communication on 20.6.2012), they did not seem to be too keen on setting up a Facebook account. They suspected that the main-

tenance of the account would be time consuming and consumers would be using the channel more on writing complaints than just being a fan of Pori Energia. Still, they were open to other options that could enhance their online marketing, such as Twitter.

In a meeting with Kataja and Ylänen (personal communication on 20.6.2012), Kataja mentioned that he had been playing with the idea of organizing customer panels. In these types of events, the idea was that a group of customers would be invited to discuss in a group about their opinions concerning, for example, the development and image of the company. According to Kataja, the group could consist from about 10 persons and their discussion could be followed in Wattiviesti and through social media. As I was examining Fortum, I found out that they were already organizing these types of events for their customers. Their customer panel gathers up once or twice a year and as a reward the panelists receive supper and movie tickets. (Website of Fortum Group 2012.) I feel that the customer panel Kataja is suggesting could work, but same type of reward system as used by Fortum should be considered.

What can be noticed from Fortum's homepages is that the company is closely observing conversations which involve its business operations. It actively writes analogues to its criticizers to explain its actions. (Website of Fortum Group 2012) I discussed this with Kataja and Ylänen (personal communication on 6.11.2012) and asked them how often they write analogues. They told me that if a criticizer has written a publication with his own name or if the writer requires for a respond, an analogue is written. The company ignores, for example, the text messages sent to the local newspaper and does not reply to them. As we discussed more about the subject, Ylänen said that she feels that the company should involve more in the societal discussions involving electricity. She feels that right now, the company has been somewhat hiding its opinions about the development of the industry and more could be said. This could bring Pori Energia more visibility, and not just in the area of Pori. This is also a discussion that the future customer panel could be involved in.

Since Pori Energia sees their customer magazine Wattiviesti as an important communication tool between the company and its customers, also this side needs to be ex-

amined. After skimming through Fortum's online publications, I got the impression that until the year 2010, the company had a customer magazine called Forte, which was published four times a year and, most likely, mailed to the consumers. Now, it seems that they have moved to an online publication called ForAgenda that is published twice a year. The magazine is only delivered to customers if they request it online. (Website of the Fortum Group 2012) I compared ForAgenda's and Wattiviesti's contents, so that I would be able to get development ideas for Wattiviesti. I noticed that ForAgenda has more news concerning Europe and part of it was more aimed for the business world than consumers. I feel that neither one of these approaches would be suitable for Pori Energia, since it is a company that appreciates locality and its magazine is aimed for the average consumers. Still, it could add a part to its magazine where it could discuss more about the technological development of the industry in Europe and elsewhere.

As Fortum is a large company, it is easier for it to stay one step ahead of the other, smaller electricity suppliers. However, I do not think that Pori Energia should strive to reach the same level of research and development as Fortum, since the size of the two companies target market is very different. In this case, I would say that it is better to closely follow the competitor than try to reach the same glory. In addition, as Kataja said (personal communication on 20.6.2012) , at least for now and the near future, being a small, local company is a competitive advantage for Pori Energia. As it was earlier mentioned, the buying trend of locality is expected to increase in the future and also Kolis (2012, 64) was able to prove that the characteristic of being a local company brings more customers from the region.

2.3.2 Turku Energia

Turku Energia's customer base is naturally consisting of Turku and its surrounding regions. Currently, the company employes a bit under 300 employees, therefore, it could be said that it is very close to Pori Energia in its size. When looking at Turku Energia's homepages, it can be noticed that certain keywords keep on occurring. It seems that, in addition to environmental issues, Turku Energia wants to emphasize the characteristics of good quality of life, competitiveness and reliability of delivery.

The company says they want to create a balance between social, environmental and economical issues. (Website of the Turku Energia 2012)

Based on Turku Energia's annual report (Turku Energia's annual report 2011), the company is involved in many occasions and events. And, it seems it does not just accompany lots of events, but it also organizes them. The subjects they have had mainly concern environment and art, which might be due to the fact that Turku was the European Capital of Culture 2011. To give a few examples, it can be mentioned that Turku Energia has organized painting projects for their distribution cabinets, energy quizzes for primary schools and they are sponsoring many local organizations related to sports, culture and environment. In addition, it seems that they do not just accept anything as their sponsoring target. The sponsoring target must share the same values as Turku Energia; it needs to be local and it needs to be positive towards the environment. (Website of the Turku Energia 2012)

Of course, it needs to be noted that Turku is a larger city than Pori and, therefore, the city itself already has a lot to offer in marketing possibilities. Still, it should not be used as an excuse for Pori Energia's inferior visibility. Also Pori offers many possibilities in marketing actions, but it is just a question of figuring them out and using them as innovatively as Turku Energia has. What can be found to be an interesting marketing tactic was the painting project for the distribution cabinets. With that action, Turku Energia succeeded in making the environment look more attractive and the company got more visibility.

Like Pori, also Turku Energia offers their customers the possibility to receive S-bonuses. However, I feel that Turku Energia has left the marketing of this characteristic even more in the dark than Pori Energia has. It might be that they have been already longer aware of the relatively low value it offers to customers. Still, I feel this feature should not be left completely out from marketing actions, because, even though it does not have a high value in consumer behavior, it still might offer added value for the purchase of electricity.

When it comes to the usage of social media in marketing, Turku Energia is on the same level with Pori Energia: they too do not have Facebook or Twitter account, but they are both using LinkedIn. In addition, it can be said that Turku Energia has succeeded in making their homepage look more attractive and practical for the viewer. As Pori Energia's homepage is even too simplified, Turku Energia has succeeded in collecting the needed information, but still without overwhelming the consumers. For example, a customer can easily find an around-the-clock service number and service advice form. And, as it was mentioned in the customer behavior analysis, the ease of finding information is an important criteria when choosing electricity supplier. The only thing that could be said is missing from Turku Energia's homepage is that they do not offer enough information about the pricing of electricity and the reasoning behind it remains vague. (Website of the Turku Energia 2012)

Finally, I took a look at Turku Energia's customer magazine Valopilkku. Taken as a whole, Wattiviesti and Valopilkku do not differ a lot. They have similar types of articles and both of them are focused on local issues. However, Valopilkku did have something Wattiviesti has not, and that is a problem solving quiz. The answer to the problem presented can be found at the bottom of the page and the question presented is related to energy. (Website of the Turku Energia 2012) This gave me an idea that Pori Energia could use a page or two from the final pages of the magazine to give the readers tasks related to problem solving, such as a quiz, sudoku or a crossword puzzle. Currently, Wattiviesti has a competition called Wattivisa, which subjects and prizes change in every magazine. But, I think these kind of puzzles do not need to be such that readers can win prizes, but they should be seen more as an entertainment for the readers.

2.3.3 Lahti Energia

Lahti Energia employes a bit under 250 employees. Their homepages tell me that in the year 2011, the company managed to receive almost 10 000 new electricity customers, which gives me the impression that they have done something right with their marketing actions. One factor that might have helped them to increase the amount of electricity customers is that in Spring 2012, the construction of world's first gasification power plant was completed. And, the owner of the plant is Lahti En-

ergia. The power plant is such that it works on fuel that is received with recycling and its carbon dioxide emissions are significantly lower than with, for example, mineral coal. (Website of the Lahti Energia 2012) It can be assumed that the construction of this plant has brought a lot of publicity for Lahti Energia, and not just in the city of Lahti, but all around Finland.

The homepages of Lahti Energia do not reveal much about the company's marketing actions. Still, they do tell about their most notable projects, such as the musical water organs they donated for the company's 90th birthday and lighted radio towers that were first lighted in the honor of the company's 100th birthday. Lahti Energia has also done a picnic similar to "Kestävän kehityksen kesäpiknik", and it is organized together with a harness racing event every year. (Website of the Lahti Energia 2012) By organizing their picnic together with a larger event, Lahti Energia has possibly been able to gain more visitors and visibility. This is a technique Pori Energia could exploit as well later on in its marketing projects; it could work together with another organization to organize events.

Like Turku and Pori Energia, also Lahti Energia offers S-bonuses for their customers, without really advertising this feature. Furthermore, in social media, they are not using Facebook or Twitter, but the company can be found in LinkedIn. Therefore, it is also in the same level when it comes to the usage of social media.

All in all, Lahti Energia does not seem to keep a lot of noise about its marketing actions. Still, based on the fact of how much they have invested to the city of Lahti, meaning the world's first gasification power plant and the two attractions, it seems that they do invest a lot in the company image. When it comes to the usability of Lahti Energia's homepages, they are very discreet looking, but still functional. It can be said that compared to its competitors, Pori Energia is a bit behind in developing their homepages to meet consumer standards. However, also Lahti Energia does not reason enough the pricing of its electricity, and the consumers are left unaware of the fact where from their electricity bills consist of.

Lahti Energia's customer magazine is called Lahti Watti and it is published twice a year. Its subjects do not greatly differ from the other magazines, since Lahti Watti also discusses a lot about saving energy and producing more environmentally friendly electricity. In this case, I have to say that the company's customer magazine did not bring me any new ideas on how to develop Wattiviesti.

2.4 Internal analysis

According to Raatikainen (2004, 67), an internal analysis should tell something about the company's basic and operational functions. In addition to marketing, the internal analysis should include such factors as product development, staff, management and company economy. As this thesis is focusing on developing marketing communications plan, I will be placing more emphasis on the evaluation of marketing actions. However, since marketing is not an area that can be completely detached from other areas of the business, also the other mentioned factors will be somewhat assessed. Pori Energia's marketing communications plan for 2012 on electricity sales can be found from Appendix 1.

2.4.1 Marketing

Here Pori Energia's current marketing actions are being assessed. It will be discussed what the company has been doing now, what kind of weaknesses are visible and to what direction are they taking their marketing in the future. As I am going through the marketing plan of 2012, I will try to briefly explain some of the events they organize and the actions they have.

When inspecting Pori Energia's marketing communications plan from Appendix 1, one can notice that the plan seems to be quite plain and simple. That leads to the very first problems with the plan: usability and timeliness. The truth is that, first of all, many of the things the company does in their marketing actions is not recorded to the actual marketing plan. For example, the usage of internet or their customer magazine Wattiviesti has not been mentioned in the plan. And, second of all, many of the actions that have been wrote down to the marketing plan have not been carried out, but they have stayed in the level of possible development ideas. For an outsider of the company, the management of the plan seems to be confusing to say at the very least.

But, because of the small size of the working teams and weekly meetings, the communication concerning marketing actions have been managed relatively well. However, Kataja and Ylänen admit (personal communication on 22.5.2012) that problems do occur. Sometimes it is hard to know what has been done, what has not and who is responsible of the new development ideas.

Let's then examine in what ways Pori Energia tries to increase its clientele through marketing. One can see some of these actions below Objective 1. The plan mentions only one campaign that has been done. The campaign was related to direct mailing actions to consumers that are currently not Pori Energia's customers. However, this marketing action was not carried out during the year 2012. As I asked Ylänen (personal communication on 6.11.2012) what kind of material did they send to possible new customers, she told me that the direct mail sent included only a new electricity agreement. I feel that, if Pori Energia wants to continue direct mailing campaigns, more could be done to receive the customers' interest. Mailing out material that would include more information about the company might get the possible customers more interested.

Kataja and Ylänen informed me (personal communication on 22.5.2012) that inside the Pori region the company is concentrated on retaining customers, whereas outside of Pori the marketing actions are focusing on finding new ones. This emphasis is also visible in their marketing plan. The remaining objectives are mostly concentrated on retaining customers and they are carried out in the Pori region. Of course, some of the points could be said to also effect on the acquisition of new customers, since the actions create visibility for the company. Still, it can be said that the company has put too much focus on the area of Pori with its marketing actions, as it is interested in receiving customers throughout the Satakunta region. It can be assumed that the further away the customers live from Pori region, the less impact the factor of locality will have towards them. In other words, the consumers find it harder to discover any clear benefits of being Pori Energia's customer rather than someone else's. That is why it would be important to navigate some of the marketing actions to reach outside of Pori as well.

Even though the occasion of “Customer day” has been wrote down to the marketing plan, Ylänen informed me (personal communication on 6.11.2012) that they are yet to organize it. The idea has not been further developed after the company organized a customer day a few years back for consumers who purchase wind power. In addition, the events “Ihana - sailing” and “Cooking course/winetasting (Bucco)” have, at present, stayed in the idea level and nothing has actually been carried out. According to Kataja and Ylänen (personal communication on 22.5.2012), the company would be interested to hear new ideas on how to develop their current social functions for customers, such as the ones mentioned.

Moreover, another issue that has been left on an idea level is the note that consumers who decide to terminate their contract would be questioned about the reasons of the termination. For Pori Energia, leaving these questions unasked means that they have no tools to fix problems that are making them to loose customers, as they are not aware of the reasons that lead to it. Kataja informed me (personal communication on 22.5.2012) that approximately 6000 customers' contracts are terminated each year, but most of them are renewed straight away. The reason for this kind of termination is, for example, migration. Ylänen adds (personal communication on 22.5.2012) that if a consumer decides to terminate his contract for good, it is taken care by the new electricity supplier, not by Pori Energia.

Since it can be said that the absence of this type of questionnaire is a weakness for Pori Energia, I asked Kataja and Ylänen (personal communication on 6.11.2012) would it be possible to question those customers that terminate their contract for good. They told me that it would be possible, even though it would need a lot of effort. As a matter of a fact, it would need so much effort that the benefit received would most likely not cover the costs. Kataja said that it would be too hard to try to pick out those customers who terminate their contract because they want to switch supplier from those who, for example, migrate from the region. In addition, Kataja and Ylänen suspect that the amount of people switching the supplier is small and, therefore, even harder to track down.

When it comes radio advertisement, Kataja and Ylänen said (personal communication on 6.11.2012) that it has replaced most of the newspaper advertisement Pori Energia did in the past. The company was able to drop the advertisement expenses significantly by focusing its advertising on two local radio stations. When I asked if there has been any noticed benefits with radio advertising, I was told that the effects of that form of advertising had not been studied by the company. Still, it was believed that their advertising did reach their target audience through the channels in question.

According to the marketing communications plan, Pori Energia involves annually in four marketing projects, which can be found under Objective 4. Ylänen told me (personal communication on 6.11.2012) that in recent years, the event “Energy in Western Finland” has shrunk down, since power plants are no longer willing to organize visitations, which have been a significant part of the event. The occasion is targeted to 9th grade junior high school students and the purpose of it is to support mathematical and natural science studies and improve the knowledge about energy production. Pori Energia's role has been to organize the place of visitation, such as the wind power park in Reposaari, Pori, and sponsor visitor gifts and the needed buss trips.

The second event is related to the annual energy saving week. This year, Pori Energia has organized a campaign called “Päivitä kädentaitosi!” (Update your craftsman skills!). Ylänen said (personal communication on 6.11.2012) that as the ways of how to preserve energy interest consumers today, the company wanted to share information on how people can save energy by using their own craftsman skills. The stories are told and shared by other consumers and, therefore, it could be said that it is easy for any consumer to relate to the stories and use the knowledge they have received. It was also mentioned by Ylänen that the event in question has received a lot of positive feedback from consumers and it could be said that the event was a successful one.

The occasion “Lämpimän veden viikko” was already earlier mentioned in this thesis. It was mentioned that it is organized in the local outdoor pool area and it is targeted to families. I asked Kataja and Ylänen (personal communication on 6.11.2012) how

successful has this occasion been. They told me that they do not remember receiving any negative feedback about the occasion itself. Nevertheless, few complaints has been received about the water not being warm enough. Kataja said that if this kind of complaint has occurred, the problem has been dealt without any delays. Ylänen adds that this year they had developed the occasion a bit; since it is directed to families, more functions were offered to children.

In the last point of Objective 4, it is said that the company should maintain its cooperation with local organizations. The continual cooperation should not be underestimated. By having open communication with other local companies and organizations, Pori Energia can sponsor and involve in new marketing related projects that it could or would not organize on its own. Their collaborations are definitely something that should be continued in the future.

As I asked Kataja and Ylänen (personal communication on 20.6.2012) how they follow-up their marketing actions, they informed me that at present, they do not really have proper monitoring for it. The marketing personnel always listens to feedback received on the spot and afterwards based on that information, the marketing team makes a decision on whether the action should be repeated or not. However, Kataja and Ylänen do express interest to a more precise follow-up technique if a more suitable one is found. It could be said that their current follow-up technique is a somewhat weakness for them.

When thinking about the future of Pori Energia's marketing communications, Kataja and Ylänen do express interest (personal communication on 20.6.2012) towards building an even greener image of the company. As mentioned earlier, events such as "Kestävän kehityksen kesäpäivä" are those type of occasions Pori Energia would be interested to develop and add in the future. Still, marketing communications is not just about building more environmentally friendly image for them, but also a way to increase clientele, which is why Kataja and Ylänen wish that this aspect would be noted as well.

2.4.2 Product development

Pori Energia is all the time trying to enhance their selling proposal to better respond their customers' needs. First example of this is that Pori Energia is aware of the environmental trend, which is making consumers to purchase more locally and as environmentally friendly as possible. That is why Pori Energia is aware of the possibilities wind power has in the future as a product and the company has slowly started to develop its production.

Second example is the development work they have started to do with their home pages. For a time now, customers have been longing for better communication when it comes to blackouts or problems in delivering electricity. (Pori Energia asiakaskyselyn yhteenveto 2012, 36-39) Since the mid of September 2012, consumers have been able to follow online in real time any interruptions occurring in electricity delivery. In addition, if a consumer decides rather to call Pori Energia's service advice phone than to check the situation online, a recording will tell the same information that the customer would receive online. (Hakala 2012, 13.) Future will show are the new information systems working for the consumers advantage or should something still be improved.

As mentioned earlier, Pori Energia is continually trying to develop its homepages to become more user friendly, but it is a time consuming project and Kataja and Ylänen are not aware how long it will take until they are ready. The matter of time being consumed could be said to be one of the downsides Pori Energia has in its development works. It takes time for an idea to be developed from its preliminary stage to the execution phase, as mentioned earlier by Kataja (personal communication on 22.5.2012). However, this disadvantage is unavoidable when a company is the size that Pori Energia currently is and most likely its competitors face the same problem as well. The solution can be to try to minimize the time being consumed by optimizing the processes that are involved, but still without risking the quality of the end product.

2.4.3 Company economy

To further clarify Pori Energia's economical situation, I asked Kataja (personal communication on 6.11.2012) if he feels that the company economy is stable. I received an answer that said both yes and no. Kataja says that the economy is stable in that way that Pori Energia has a very heterogeneous consumer group, which includes both households and companies. Moreover, Pori Energia is not just focusing on selling electricity, but it has other business functions supporting its economy as well. On the other hand, the company is very dependent on the prices set by the electricity market, and it is not able to control all of the forces determining the final price. This means that either the consumers will have to pay a higher price or the company has to let go some of its contribution margin. Kataja also mentions that the availability of its main production fuel, turf, affects on the stability of economy.

2.4.4 Personnel

Earlier in the analyses of the marketing environment, it was identified that it might be in Pori Energia's advantage to have language skilled personnel, as it seems that the business environment is getting more international. Kataja feels (personal communication on 6.11.2012) confident that their current personnel are language skilled and that they would be able to consult a foreign customer, especially if English would be needed. However, other languages, such as Swedish, are weaker. Still, it can be assumed that this is not a significant weakness, since many consumers that come from a foreign country are able to communicate in English if needed.

Also staff motivation level towards the goals set by the company were assessed. Kataja said (personal communication on 6.11.2012) that the goals that the company wants to achieve are discussed in a meeting that is kept at least once a year with the whole staff. After that, the goals and targets are followed-up and discussed in smaller teams monthly. Kataja says that the personnel should be aware what are the goals of the whole company and what are the targets of that division they are working in. However, he is not sure what is the level of individual commitment to those agreed goals. When asked how flexible the staff is towards changes, Kataja replied that changes are both wanted and unwanted. He feels that this is a situation many companies phase when they decide to introduce something new or enhance old. There-

fore, it could be said that openness and flexibility of the staff is not a serious problem in the company. However, as it does seem to be unclear how committed the staff is, the subject could be an area of future studies. After all, the quality and skills of the personnel affect greatly in all of the functions of the company.

2.5 SWOT-matrix

SWOT analysis consists of the evaluation of a company's internal and external capabilities. Strengths and weaknesses can be seen as the company's internal features and opportunities and threats as the external ones. Ideally, the company would be able to balance between the recognized characteristics, whether or not they would be strengths or weaknesses, opportunities or threats. (Bontis, Wei Choo 2002, 256)

In Figure 2 SWOT-matrix, one can find all the relevant information that was found during the examination of theory. Thus, it will be clearer for the reader to understand what information has been found during the examination of the subject and how the information could be exploited.

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none"> • Has reacted on consumers' growing environmental interest • Is able to offer electricity produced with wind power • Locality • Working in co-operation with other local companies and organizations 	<ul style="list-style-type: none"> • Customer survey • Not being able to communicate delivery problems fast enough • Poor understandability of invoices and competitiveness (according to customers) • Homepages do not contain enough information and the usability is poor • Poor usability of their current marketing plan • Not too many marketing actions outside of Pori • Does not know the reasons why consumers terminate electricity contracts • The benefits of their current marketing actions are left somewhat unclear

<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none"> • Acknowledging the sciences of demography and psychography in marketing and exploiting them • Recognizing the growing international migration • Taking advantage of new regulations/laws in marketing • Educating consumers • Wind power • Further exploiting Wattiviesti <ul style="list-style-type: none"> ◦ Puzzles ◦ Telling more about donations ◦ Introducing new technologies and developments • Discarding S-bonuses • Further researching consumer behavior, HR and the use of present marketing actions • Further developing the usage of Internet and social media • Organizing customer panels • Expressing more the company's opinions on the development of the industry • Organizing environmental events together with other local organizations • Further developing direct mailing campaign • Exploiting Internet more 	<ul style="list-style-type: none"> • Fierce storms • Consumers are not aware of how the electricity market consist, e.g. what determines the price • The further away a consumer lives from Pori, the harder it is for him to see the benefits in buying electricity from Pori Energia

Figure 2. SWOT-matrix

As the next chapter starts on preparing the final suggestions for the marketing plan of Pori Energia, the issues summarized in the SWOT-matrix will be addressed. Especially the segment of opportunities is examined, since they represent the new marketing possibilities the company has.

3 PREPARING THE NEW MARKETING COMMUNICATIONS PLAN

Until now, the discussion about Pori Energia's marketing plan has mainly been done through theory. During the discussion, new ideas and enhancement suggestions have been received, which have been mentioned also in the text and in the SWOT-matrix. When the theoretical examination part of this thesis was finished, I contacted Ylänen and Kataja to show them the SWOT-matrix I had made. They commented my work and based on those comments and suggestions, it was decided to what direction I will be taking the marketing communications plan. In addition to those comments, I was provided with Pori Energia's new communication strategy, which would assist me to find the right path. The new communication strategy advised me that, not only should I focus on environmental aspects, but also families should be acknowledged in the new marketing communications plan.

In this chapter, I will be sizing the final marketing communications plan. The variable options found out during my research will be further investigated and discussed to be able to see what should and should not the final plan include. Theory shall still be somewhat addressed, but mostly the conversation will consist of my own and Kataja's and Ylänen's thoughts.

3.1 Ways to benefit from the revealed demographic and psychographic features

In the SWOT-matrix, it was mentioned that one possible opportunity was to exploit the discovered demographic and psychographic features. In practice, this would mean that Pori Energia should consider the following characteristics:

- 1. Northern Satakunta has significantly more seniors and greatest population loss in the future.** As the market area of Northern Satakunta seems to be shrinking in the future, it should be thought how much should Pori Energia invest in marketing in Northern Satakunta. Also the fact that more seniors live in that area needs to be acknowledged in marketing actions, especially if they specifically target to that region. According to Kolis's research, seniors are especially interested in the easiness of buying electricity and price.

2. **Acknowledging international migration.** The population in the Satakunta region is becoming more and more international every year. For Pori Energia, this means that their customer base is changing. And, if they want to continue to grow their business, they should acknowledge it. With this in mind, Pori Energia can go far just by ensuring that their homepages are available in English and that their employees can communicate with consumers who have an international background.
3. **The regions of Rauma and Pori have similar population structures.** However, as mentioned before, this does not necessarily mean that same marketing actions would have the desired effect in both of the regions. Here, also psychographic features have a role.
4. **According to Kolis's research, the ease of buying electricity, having an electricity agreement made promptly, reliability of electricity delivery, locality and the familiarity of the company are significant factors in choosing an electricity supplier.** Therefore, these are characteristics that Pori Energia should be focusing on in its marketing actions. In addition, it should strive to enhance its business processes, to be able to achieve some of the features, such as ease of buying.
5. **Acknowledging that consumers may have different wants and needs, depending on the age and sex of the consumers.** As seen in Figure 1, depending on the characteristics of a consumer, the reasons why he signs an electricity contract with a company can vary. It is important for Pori Energia to understand those features, especially if they sometimes target their marketing to a specific group.
6. **Only 46,4% were affected by customer loyalty benefits and 30,7% said that they had had no influence on their buying decision.** This was found out by Kolis in her research of consumer behavior. The result makes one question the true benefits of offering S-bonuses to customers and ponder if there would be an alternative solution to reward customer loyalty. This issue

will be further discussed in chapter 3.4 To continue or not to continue S-bonuses?

3.2 Customer survey – what could be enhanced?

Even though the customer survey itself is not really a marketing action, the company can receive valuable information from it when it comes to marketing. Therefore, it would be important for Pori Energia to be able to receive more reliable opinions through it. As mentioned earlier, at present, the problem with the survey is that there is not enough dispersion and it is mostly senior citizens that have the time and interest to fill it out. What may further influence to this matter is that the questionnaire is sent via regular mail, making it easier for the letter to get lost with all the other advertisements and letters. The survey is easily forgotten by the consumers that do not have much time in their hands or do not share a great interest towards their local electricity supplier.

At first, when I asked Kataja and Ylänen (personal communication on 22.5.2012) if the customer survey could be sent via email to consumers, they replied that it is not possible to do. That was, because the company had not been able to collect enough customers' email addresses. But now, the company had organized a competition, in which it encourages customers to update their contact information. They had now received enough e-mail addresses that it would be possible for Pori Energia to sent the next questionnaire via e-mail. (personal communication on 6.11.2012) However, it was still uncertain how the next survey would be carried out, since part of the questionnaires should still be sent via mail, so that it could be said that the sample is random.

3.3 Customer magazine Wattiviesti

When examining the results of Pori Energia's latest consumer survey, one can notice that their customer magazine is in a need of a boost. Even though 60% of the respondents were at least somewhat satisfied with the magazine and 95% read it at least occasionally, there were some deficiencies. The magazine has the same problem as Pori Energia's consumer survey; it is mostly seniors that are interested in it. While 78% of over 60 year olds read at least the most interesting articles, only 36% of un-

der 40 year olds do the same. It is the under 40 year olds, consumers that live in rental apartments or are poorly aware of Pori Energia's operations that are reading the magazine more superficially. Moreover, 33% of all the respondents felt that Wattiviesti was not interesting at all or not very interesting. It was that group of under 40 year olds that were the most critical; only 48% of them felt that Wattiviesti was interesting. The study states that, at present, Pori Energia is kind of in a vicious circle, when it comes to those under 40 year olds and to consumers who are not familiar with the company's operations. That is, because they are the people Pori Energia would be most keen to share information to, but for some reason they are not interested and feel that the magazine is not for them. (Pori Energian asiakaskyselyn yhteenveto 2012, 16-22.)

Wattiviesti has been an important communication tool between Pori Energia and its customers, which is why the problems related to it are not taken lightly. To address the issues mentioned above, Pori Energia has taken action. They have tried to make the magazine more visually appealing to the consumers and also the articles are chosen more carefully. However, according to Ylänen (personal communication on 6.11.2012), as the magazine is published quarterly and it needs to be as appealing as possible, it takes a lot of time from the marketing team to prepare it. She says that time is precious for them and now, a bulk of it is going to Wattiviesti.

That is why Kataja and Ylänen have been thinking about an alternative solution. At present, the company has not been involved in social media, but now they feel that it might be a good time for it. It was earlier mentioned that I consulted Kataja and Ylänen (personal communication on 20.6.2012) about their opinion on using social media and they told me that the company was not interested in using Facebook, but Twitter could be a possible option for them. However, in another meeting with them later on, they had started to change their mind (personal communication on 6.11.2012). Earlier Kataja and Ylänen thought that, if they would open up a Facebook account, the consumers would use it as a channel to complaint rather than just being a fan of Pori Energia. Now, the marketing team had gotten a new idea, which could eliminate this problem. The company had recently started to further develop the usage of their wind power mascot, Tuulikki, and now the idea was that Tuulikki

would go on Facebook, instead of Pori Energia. They believed this would diminish the probability of consumers using Facebook as a channel to complain to Pori Energia, as the page did not carry the company name. Still, in Twitter the company would be appearing with its own name.

Along with the usage of social media, the usage of Wattiviesti would be changing. Ylänen said (personal communication on 6.11.2012) that she would want to see social media somewhat replacing Wattiviesti, so that the magazine would be published only twice a year. This way, the company would be saving in costs (according to Ylänen and Kataja, the mailing costs of Wattiviesti are substantial), in time and it would be easier for the marketing team to figure out interesting articles for the magazine. Moving more to social media might also enable them to reach the target group that has previously been out of their reach with Wattiviesti. If Pori Energia decides to start leaning more on social media and Internet, one future possibility could be to change the magazine from a printed version to an online form. Still, first the effectiveness of social media needs to be further tried out and examined, before this kind of decision could be made.

Earlier I identified some actions that could also help further exploit Wattiviesti. Puzzles, donations and introducing new technologies were mentioned in the SWOT-matrix. Kataja told me (personal communication on 6.11.2012) that Wattiviesti used to have a cross word and other related puzzle in it, but it was replaced by Wattivisa, a competition which subjects and prizes change in every magazine. As I mentioned earlier, the puzzles do not need to be such that consumers can win prizes from them, but rather entertainment for the readers.

A new idea that came to my mind later on was that the magazine could include few tasks for children. As mentioned, the company has recently started to develop the usage of their wind power mascot Tuulikki, which was kind of a child-like character. Tuulikki could appear in those puzzle pages and, thereby, become more familiar to consumers, especially for families. When I presented my idea, Ylänen said that (personal communication on 6.11.2012) it was a noteworthy option. She said that if Wat-

tiviesti would include assignments for children, the magazine would more likely stay longer in a visible place in those households that had children in them.

Second idea that I mentioned in the SWOT-matrix, was that Pori Energia would be telling more about their donations to the community. I feel that, at present, consumers are not aware of the social commitment the company has. By presenting this characteristic to customers, Pori Energia might be able to create an enhanced image of itself. Kataja and Ylänen agreed (personal communication on 6.11.2012) that this could be done.

My third idea of introducing new technologies and developments was agreeable, according to Kataja and Ylänen (personal communication on 6.11.2012). Their marketing team had already previously noticed that these issues interest consumers, but they were yet to reply to it. The problem was the question of where would they get the expertise to introduce these new developments? According to Kataja and Ylänen, nobody in the company had ability to reliably tell about new technologies in the market, and therefore, the expertise would have to be bought from somewhere else. However, Kataja and Ylänen said that they will see in the near future if the company would be able to reply on consumer interest on this one.

3.4 Customer panel

In my second meeting with Kataja and Ylänen (personal communication on 20.6.2012), Kataja told me about the idea of organizing customer panels. He said that he had planned that there could be around 10 panelists, who would be discussing about issues concerning Pori Energia. This could mean, for example, discussions about the industry's general development and the role of Pori Energia in it. What the company wishes to get out from these customer panels are development ideas, enhanced company image and greater visibility. The conversations of the panelists could be followed in Wattiviesti and in social media, possibly in the form of blogs.

Eventhough panels might be an inexpensive way to acquire data, they do have some negative sides to them (Eechambadi 2005, 81). According to theory, because people often feel fearful or puzzled by anything new, a potential idea presented to the panel-

ists might go unrealized in it. Moreover, there is a risk that the group would have a person with a strong personality, whom other panelists would follow. Hence, some of the valuable opinions would be lost in the process. (Bowdery 2008, 52.)

A guide named “Opas asiakasraatien hyödyntämiseen” (Guide for exploiting customer panels) published by Energiateollisuus ry and Kuluttajatutkimuskeskus explains how to benefit from a customer panel, what are its pitfalls and how to organize and maintain a panel. The type of panel Kataja has visioned is, according to the guide, called an advisory board. The purpose of them is to build a connection between the consumers and the company and work as messengers. As mentioned earlier, the panel can discuss just about anything related to the company's business, but it is important because of motivational reasons that the panelists feel that their work has an influence. Hence, the company should pick out subjects that can be influenced by the panelist. (Website of the Energiateollisuus ry)

According to the guide, despite its downsides, a company can benefit from organizing a panel. It can strengthen the relationship between the consumers and the company, the company will be able to receive straight, concrete feedback and it helps to develop and receive new ideas. However, some of the possible pitfalls are problems with interaction, confusing guidelines and consumer who are not committed. For these reasons, it is suggested that the person leading the conversation should be someone who is socially savvy and able to keep the group together. (Website of the Energiateollisuus ry)

3.5 To continue or not to continue S-bonuses?

Before I had conducted any analyses of my own, Kataja and Ylänen had told me (personal communication on 20.6.2012) that they suspected that one of the reasons why consumers chose to buy electricity from them was that they offered S-bonuses. Then, in the chapter of consumer behavior, it was discovered that this might not be the case. As mentioned earlier, Kolis had found out in her research of consumer behavior that under half of the respondents (46,4%) were effected by customer loyalty benefits, and 30,7% of respondents said that they felt that the factor had had no influence.

When I presented this finding to Kataja and Ylänen (personal communication on 6.11.2012) they were naturally surprised. First Kataja suspected that this result was gotten because sometimes consumers say one thing but do another. But, after discussing the subject Kataja and Ylänen both agreed that the movement against S-bonuses might have been increasing in recent years. For example, they knew that some consumers avoided S-chains, because they did not want to support such a big corporation any more. In addition, the option of discarding S-bonuses did seem lucrative to them, since, at present, a bulk of their marketing budget was going to the cost of offering those bonuses and the money could be better used somewhere else.

I suggested to Kataja and Ylänen that, if they decided to start running a customer panel, this could be one of the first issues that could be discussed there. Even though it was just under half of the consumers who were affected by S-bonuses, it is still a significant amount of people that could be changing their electricity supplier, which is why no hasty decisions should be made. Ylänen agreed with me and she also thought that, if customers wanted to discard S-bonuses, an alternative customer loyalty program could be developed inside the company and, of course, the panelists would be helping in that process.

3.6 The usage of Internet

In her thesis, Kolis (2012, 77-78) foresees that Internet will have a growing significance when it comes to signing a contract with an electricity supplier. Even though her study showed that most consumers sign a contract through phone or by going to a customer service point in person, most of the consumers would have preferred to sign a contract online. There were several reasons why Internet was not used for this purpose, of which most important one was that the form was experienced of being difficult to understand and confusing. The consumers also felt that the form was too time consuming and some feared disclosing their personal information online. Kolis wrote that the Internet pages of a company are also an important source of information to consumers, which is another reason why it should be acknowledged as a possible advantage in business. As mentioned earlier, the ease of finding information was important for consumers.

Based on Kolis's research, it can be said that Internet should be a noteworthy point in a company's marketing plan, which is why it should be acknowledged also by Pori Energia. It is a channel whereof future consumers will be most interested to purchase electricity and read the latest news about the electricity market.

3.6.1 Homepages

In the starting point analyses, some weaknesses were identified in Pori Energia's homepages communication wise. It was noted that according to Satamittari's research, international migration will grow in the near future in all of the three regions. This would mean that companies should be more prepared to offer their services in other languages in addition to Finnish. Especially English can be seen as an important language to master, since it is an international language, but also Russia and Swedish might bring additional value. At present, consumers can see Pori Energia's homepage only in Finnish, but because of international migration, this should be changed promptly. If Pori Energia will not change this feature, there is a possibility that they would be losing some of their customers to rivals. Especially Fortum might be a strong option for the consumers, as it is in itself an international company.

Another weakness of Pori Energia's homepages is that it does not work as a strong source of information to consumers. It would be in Pori Energia's advantage to get consumers who search information online to come to their homepage instead of looking the information from somewhere else. The target would be to make customers feel that everything they need to know about the electricity market could be found from the company's website.

At present, Pori Energia has enhanced its homepages by adding a feature, which allows consumers to follow blackouts and other problems real-time online. However, I feel that more could be done. Their homepages should explain in a clear manner how does the price of electricity and the electricity market consist. During my research, I have noticed that these are issues that continually puzzle consumers and they would be keen on finding simple minded answers easily. Moreover, the factor of usability

should not be forgotten. Even though Pori Energia would have all the earlier mentioned issues in place, they would be worth nothing if the website is not user-friendly.

Even though these issues mentioned above are more of a communicational nature than marketing, I believe that they still are important ones. Fixing these issues will likely bring more visitors to Pori Energia's website, which in turn gives the company an opportunity to market themselves more effectively online. Some examples on how could marketing be done through the company's homepages can be given. First one is creating a good-looking and user-friendly homepage. These two features may attract especially new customers, since the better the homepage is, the more appealed does the consumer feel towards the company. In addition, the customer should easily find information about the electricity market, what are the company's targets in business and, most importantly, some reasoning why he should become Pori Energia's customer. These reasons could be, for example, that the company is local and environmentally friendly.

3.6.2 Social media

As noted earlier, Pori Energia has not been involved in social media, if excluding LinkedIn. The situation was the same with the other two local electricity suppliers examined and only Fortum operated both in Twitter and Facebook. Because Pori Energia is now considering to do the same, the subject should be critically examined. The questions that first came to mind were what kind of pros and cons does social media have, is it really worth all the trouble and how should it be used to maximize its benefits. These are the questions that are strived to solve during this chapter. At the same time, it is tried to give guidelines to Pori Energia on what should be and should not be done in social media.

The ease and speed of sharing information on social media makes it a powerful tool for companies. There are misconceptions related to the use of it, which should be acknowledged by companies who want to benefit from it. Unlike usually thought, marketing in social media does consume a lot of a company's time. It is not just about opening up a user account, but dedication is essential. In addition, social media marketing should complement traditional marketing measures, which may sometimes be

hard for companies to comprehend and follow through. (Agresta, Bough, Miletsky 2010, 5-81.)

What also differs from traditional marketing is that, in social media, companies should strive, not only to create long relationships, but also conversations with the consumers. Some tips to use when marketing in Facebook and Twitter are that the information a company shares should be interesting, relevant and have value to it. Otherwise the consumers may have no interest towards the company's social media activity. Moreover, if starting a conversation, the company should follow it, rather than just post it and then ignore it. One question that might come to a company's mind at some point is, can one tweet or post too many updates. However, theory advises that as long as one is able to bring some kind of value to consumers with those updates, it does not matter how many times a day one posts something. (Agresta et al. 2010, 25-200.)

As Kataja and Ylänen were afraid (personal communication on 20.6.2012) that consumers would use social media as a channel to file complaints, theory suggests that this can not be avoided. It advises that companies should be prepared to answer critique through social media and see it rather as a benefit of receiving instant customer feedback and learning from it. Thereby, social media can also be used as a channel of customer service. An additional pro is that, as consumers do comment through social media, it enables the company to conduct market research at the same time and receive valuable information about consumers' opinions. (Agresta et al. 2010, 39-126.)

In the competitor analysis of Fortum, it was mentioned that the company uses social media to publish information that is related to electricity and energy. They also release information about the occasions they organize and changes occurring inside the company. On Fortum's Facebook page, their fans can take part in lotteries and competitions. Moreover, Fortum has exploited the customer service side of social media: it has customer service serving in Twitter during office hours. When comparing Fortum's Twitter and Facebook pages, one can notice that the company uses Twitter for more official announcements and the posts in Facebook are more of a casual nature. When asked was Pori Energia going to use social media the same way as

Fortum, Kataja and Ylänen said (personal communication on 8.1.2013) that they were not interested to use Twitter for customer service and that their updates would be very similar in both Twitter and Facebook. Ylänen said that she had been following Fortum's activities in Twitter and feels that their tweets are overwhelming, since they occur so often. Ylänen would not want Pori Energia's followers feel the same way.

What might be problematic for Pori Energia is to get enough fans in Facebook and followers in Twitter. For a company such as Fortum it is easier, since it is a larger company with more customers. To solve the problem, precise plans on what to do in social media should be prepared before implementation. In addition, clear targets should be perceived, for them to be easier to reach.

3.7 Marketing communications and wind power

As mentioned, the trend in today's business world has been environmental friendliness. Kataja and Ylänen mentioned (personal communication on 20.6.2012) that also Pori Energia was willing to start building an even greener image, for example, by attending to related occasions and marketing the green aspects of their business. One of these green aspects was wind power. As already discussed above, the company had already started to enhance the usage of their wind power mascot Tuulikki and it was planned that it would be appearing in social media. Therefore, beginning to further develop the marketing communications of wind power was the natural next step to take, even though it was not so long ago Kataja had felt otherwise. In our meeting, Ylänen told me (personal communication on 6.11.2012) that she felt that many of the consumers were not aware of how little extra they needed to pay if they purchased wind produced electricity instead of the normal one. She suspected that it was the reason why they did not have too many customers buying wind power at the moment. According to Ylänen, for a person who is living in an apartment building, the cost would be no higher in a month than the price of one chocolate bar.

In our meeting on November (personal communication on 6.11.2012), I promised Kataja and Ylänen that I would try to find out marketing techniques they could use to make wind power more known to consumers. Even though it was earlier identified

by Kolis that consumers who purchase environmentally friendly electricity are usually women, under 30 to 45 year old and in a higher position in their work, I feel that the option of wind power should still be marketed for everyone. This is because the group determined by Kolis is only describing those who are, at present, most interested in green electricity, and it can be assumed that in the near future, the trend of environmental friendliness will grow in other groups as well. Second reason is, that if Pori Energia would now start target its marketing of wind power to a certain group of people, it might be hard for it to change its approach half way and it might be losing potential wind power customers. It was already mentioned earlier that Pori Energia would not want to be labeled as a company who is only selling electricity to a specific group, as everybody needs to buy it.

In addition, what further implies that it is the right time to start marketing wind power is that, according to Kolis's (2012, 64) research, only 18,8% of the respondents felt that environmental friendliness had had no effect on their buying decision. Then again, 41,8% of the respondents were at least somewhat effected by the product's environmental friendliness as they made a purchase decision.

3.8 How to store and follow-up the marketing communications plan?

As mentioned in the beginning, one of the targets of this thesis was to figure out better ways for Pori Energia to follow-up and store their plan. In our very first meeting with Kataja and Ylänen (personal communication on 22.5.2012) I promised that I would look into the subject and see if I could find a solution for them. I managed to find softwares that were designed to tackle this sort of problems and I introduced them in our next meeting. However, after a short discussion, Kataja and Ylänen said (personal communication in 20.6.2012) that, since the company already has multiple softwares in use, they are not interested to install a new one. A new software might further confuse their work processes, even though it would be meant to help. In the end, Ylänen said that the company was currently developing their intranet system. Therefore, it might be that the enhanced intranet would have a place to store the plan and it might also enable a better follow-up technique for them to use.

4 NEW MARKETING COMMUNICATIONS PLAN

Now, as the preparing for the final marketing communications plan is ready, it is time to start revealing the final plan and its actions. In a meeting with Kataja and Ylänen (personal communication on 8.1.2013), I presented my final ideas about the campaigns and marketing actions they could have in the near future. Based on their comments, the final marketing plan was created as seen in Appendix 2. In this chapter, I will explain what those actions mentioned in Appendix 2 mean in practice.

4.1 Marketing actions

In the new marketing communications plan, I tried to take into account the features which had been identified as important ones to have when considering marketing actions. Especially those features identified by Kolis in her thesis, such as the importance of familiarity of the company, were taken into notice. I also marked down that specific feature as one of the main targets of the whole marketing communications plan.

Let's start with addressing the usage of Pori Energia's homepages. The usage of social media is discussed in more detail later on in chapter 4.3 Social media marketing. As mentioned earlier, Pori Energia's homepages should be high in usability. To help the company ensure that, I formed supporting bullet points, which should open up the term usability more and how it could be achieved. The bullet points included features such as keeping homepages up-to-date and offering the consumers a possibility to read the pages also in English. As I presented these points to Kataja and Ylänen (personal communication on 8.1.2013), they did not really have anything to add. The points made about usability were obvious for them, but getting them right in theory is a lot easier task than getting them right in practice. According to Kataja and Ylänen (personal communication on 8.1.2013), Pori Energia will continue to develop their homepages to be able to reach that high level of usability in the near future.

Second point in the plan is the customer magazine *Wattiviesti*. As social media will shortly be part of Pori Energia's marketing, they had themselves made the decision that in the year 2013, the magazine will be published three times instead of four.

However, Kataja and Ylänen said (personal communication on 8.1.2013) that, to be able to keep those marketing expenses in an acceptable level, it might be that in the future *Wattiviesti* would be published less frequently. In addition, they agreed with the fact that with the help of social media, the marketing team might be able to reach that group of under 40 year olds that had previously been out of their reach with the customer magazine. Furthermore, I also suggested to Kataja and Ylänen that puzzles could be used to make *Tuulikki* more familiar to families. Ylänen had already previously thought (personal communication on 6.11.2012) that this would be a good idea, since she believed that the magazine would be in a visible place for a longer period of time in those households with children. Ylänen told me that she felt that I had done a good job when forming the bullet points of *Wattiviesti* and that I had been able to sum up the subject well. The marketing team would definitely find those points useful.

Third issue that I marked to the marketing plan was customer panel. Kataja told me (personal communication on 8.1.2013) that the company was still unsure would this marketing action be seen in the future, since the idea had been discussed, but no final decisions had been made yet. Nevertheless, Kataja and Ylänen wanted me to keep this point in the final version, in case they decided to utilize it. Even though using a customer panel did have some negative sides to it, Pori Energia could also benefit from it. The panel could possibly make the company appear more familiar to consumers, create interest and make the consumers feel that their opinions are valued. In addition, since this thesis revealed that it might be that S-bonuses are not so beneficial for the company as originally thought, it could be one of the first subjects of discussion in the panel. Hence, Pori Energia would be more prepared to make the decision of should they discard S-bonus program or not.

During this research, one of my goals formed to be to try to find a solution for Pori Energia's problems with their customer survey. First, I suggested that they could ask S-group if they could use the help of S-channel to reach their customers, as according to Kataja and Ylänen (personal communication on 22.5 2012), Pori Energia did not themselves have enough customer e-mail addresses to do the questionnaire online. Ylänen told me that she would ask S-group would this be possible to do, but in the

end, the matter was not taken any further. Instead, Pori Energia organized a campaign in which it encourages customers to update their contact information. It was still unclear how the customer survey would work in the end, since Kataja and Ylänen suspected that they still had to send some questionnaires via regular mail, since the sample needed to be random. Therefore, it was marked in the plan that the questionnaire would only partly be in an online form.

I also mention in the customer survey point that Pori Energia should occasionally organize ad-hoc researches. These type of researches were originally mentioned in Pori Energia's new communication plan, which I had received earlier from Kataja and Ylänen. Ylänen explained to me (personal communication on 8.1.2013) that ad-hoc researches were small scale researches, which could be conducted quickly if the company wanted to know something about the customer. They could be quickly established and deployed in Pori Energia's homepages when needed. Naturally, the answers received through ad-hoc researches and the customer survey would be exploited in marketing actions.

In the fifth point, I suggest that Pori Energia would continue working in cooperation with other local organizations. In the end, cooperation may bring Pori Energia more marketing ideas, which it may have not figured out on its own. In addition, it may be easier for the company to organize an event together with somebody, rather than doing it all on its own. However, unfortunately I was not able to figure out any new, concrete cooperation actions Pori Energia could use in the near future.

Still, one example that could be given about the benefits of cooperation is the sixth point, warm water week organized in the local outdoor pool area. The event is organized together with Pori's recreation office. When it comes to the warm water week event itself, I did not come up with any new development ideas. My only suggestion was that Pori Energia should continue to develop the event as family orientated and continue to make Tuulikki as a coherent part of it.

In a meeting with Kataja and Ylänen (personal communication on 6.11.2012), I was informed that Pori Energia did have some problems with organizing the occasion En-

ergy in western Finland. The power plants that they used to visit with 9th graders were no longer willing to arrange visitations to them. However, in another meeting later on (personal communication on 8.1.2013), Ylänen said to me that they still wanted to keep this event in their marketing plan. Even though visitations to the plants were no longer possible, the company still wanted to arrange some kind activity for those 9th graders, since this was the only marketing activity that was targeted to that age group. Ylänen told me to leave this point as it is and she would later on try to think what would that activity be.

The eighth (Giving out 2x1000 € scholarships for a local school or a community) and ninth (Bringing electricity meters to the library) points are both taken from Pori Energia's communication plan. (Pori Energia viestintästrategia 2012, 5) I only added the point of trying to involve also the remote areas of Satakunta to apply the scholarship of 1000 €. This was, because I feel that in order for Pori Energia to receive new customers from Satakunta, they should strive to widen the reach of their marketing actions. As mentioned earlier, at present their marketing actions are mostly focused only in the region of Pori. Ylänen came up with the idea of having electricity meters in the library for consumers to borrow, which I thought was a good marketing idea. However, Kataja and Ylänen (personal communication on 8.1.2013) were still unsure was this idea going to happen, since they had not yet been able to contact the person from the library who could give Pori Energia a permission to do it.

4.2 Marketing campaigns

In a meeting with Kataja and Ylänen (personal communication on 6.11.2012), they told me that they would be interested to have a marketing activity that was related to wind power. That was, because the company was keen on getting more customers to purchase wind power. I knew that the “Päivitä kädentaitosi!” - occasion Pori Energia organized in 2012 had been popular among the consumers and with these two facts in mind, I came up with the first marketing campaign, wind chimes – beautify your surroundings. The idea was that customers would be asked to build wind chimes out of recycling material and direction giving guidelines could be found from Pori Energia's homepages. Consumers would send photos to Pori Energia from the wind chimes they have built and the photos would be published in social media, for example Face-

book. Consumers could be able to vote the best looking wind chime by liking the picture and the picture with most likes would win a prize. In addition, Pori Energia could themselves award their favorite wind chime one wind chime. I suggested that a possible prize that would also fit to the competition is a windmill. However, this campaign would not only work as a promotional tool for wind power. I see this campaign as a possible way for Pori Energia to have a kick start with their social media marketing. That is, because by uploading the wind chime pictures online and asking consumers to go vote for them will, at least hopefully, create a lot of traffic to their site on social media. Kataja and Ylänen both felt that this could be a good campaign to organize.

According to Kataja (personal communication on 8.1.2013), Pori Energia's direct mailing campaign had been left unused last year, even though it was written down in their marketing plan of 2012. He agreed with me that the campaign should somehow be developed, so that it would bring new customers to the company. As the familiarity and locality of the company was an important point for consumers according to Kolis's research, I suggested that these characteristics should also be acknowledged in their marketing letter and addressed. As I have written down to the marketing plan, price might be a significant factor when it comes to signing an electricity contract, but it certainly is not all. The key is to give the customer a good reason why Pori Energia would be better over another electricity company. Kataja told me that he thought my suggestions were noteworthy and they would be taken under consideration in the next direct mailing campaign.

When I tried to think about a campaign that I knew would work well also in social media, I came up with Build a snowman (ice sculpture) – day. Both Ylänen and Kataja found my suggestion to be appealing (personal communication on 8.1.2013), but they agreed with me that weather issues might be a problem, as it is hard to predict the weather conditions in the distant future. That is why also the possibility of having an ice sculpture – day was added in barracks to the marketing plan, as they would be easier to sculpt, despite the weather conditions. The reason why I thought that this campaign could work also in social media was, because Pori Energia could

upload pictures and video of the event online, which again would create traffic and more followers to their site.

The fourth campaign, Spot an electric car! would be organized together with the annual energy saving week. The idea itself is not new, similar types of campaigns have been organized before by other companies. However, I feel that an electric car circling around Satakunta would be a great way to do image marketing and receive new customers. The idea is that the car would be stopping in somewhere in a center of a district and when one comes to the car and says the company slogan “Virtaa puhtaasti”, he would get a prize. The person who is traveling with the electric car should be someone who is able to do personal selling on the scene and create conversations with the consumers. Advertising for the event could be done thorough social media, radio, local paper and maybe Wattiviesti. Kataja and Ylänen both thought (pesonal communication on 8.1.2013) that this idea was usable.

Another suggestion of mine was that the energy saving week would be finished of with a customer day, an event that had been in the making in Pori Energia for a while now, but had never been organized. I asked Kataja and Ylänen had they made any plans what kind of a customer day the company would be organizing and they told me that they had had some discussions, but no decisions had been made. Therefore, I presented them my ideas about what could the customer day include. For example, I suggested them to organize it in Eetunaukio in the city center and involve Tuulikki, the local radio station and the customer panelists in the event. In this type of event, benefit could be found in cooperating with other local organizations, which are involved in issues such as geothermal heating and wind power. Naturally, social media would be a part of the customer day as well and videos and punchlines could be posted online. Kataja and Ylänen felt that my suggestions were definitely noteworthy, but further planning should be done before any actions could be taken.

4.3 Social media marketing

I did not create any marketing actions that would only specifically be used in social media, because, according to theory, traditional and social media marketing methods should always complement each other (Agresta, Bough, Miletsky 2010, 81). That is

why I rather planned activities that will look good when combined with social media. Still, because social media is a new thing for Pori Energia, I did not want to leave them without any guidelines. That is why I created the sheet about social media marketing.

When I started building up the sheet, I first tried to search if there was any specific theories written about the subject how could one get more fans and followers. However, to my surprising I found none. There is, of course, theories written about the usage of social media, but none of the ones I found were able to provide me with concrete actions that could be done to achieve popularity. That is the reason why I needed to resort to another option, which was blogs that were written about the subject.

First, with the help of two blogs (Moore 2012, Website of the Twiends), I put together my general guidelines on how to act in social media. I marked down that, as Pori Energia starts to determine its strategy, one of the possible goals in social media could be to try to make the company more familiar to consumers, as this was one of the characteristics that influenced consumer buying behavior. What may help the company to achieve their goal is that they have a clear profile with the needed insights and they create and follow conversations on social media. Kataja and Ylänen (personal communication on 8.1.2013) took my guidelines in well and they told me that they would be taken under consideration as their social media marketing progressed.

In addition, I decided to give separate guidelines about Facebook and Twitter could be used to one's benefit. Kataja and Ylänen (personal communication on 8.1.2013) did not really seem interested about the marketing bible and the advertising possibilities offered by Facebook and Twitter, since they were not for free. However, the possibility of connecting Facebook and Twitter updates together was a good option for them, since they would be saving in time when they would have to use only one of the accounts. Kataja and Ylänen were not sure would they be interested to host any tweetups, which would be meetings with their Twitter followers. This was, because it

would resemble a lot of the customer day they were planning and they were unsure would another customer day be too much.

5 CONCLUSION

Let's start by repeating my preliminary objectives as I started to work with my thesis subject. With this thesis I tried to:

- Set new and enhance old targets and actions
- Answer the question of how to effectively retain and receive new customers
- Figure out how to keep track of customer flow
- Discover any trends that might be effecting the market in the near future

The purpose was to create a clear, working and easy to update marketing communications plan, which would, in the end, enhance Pori Energia's image and increase their clientele. And, as mentioned, the main focus with the new marketing plan should be on families and environment.

When thinking were all of preliminary objectives reached, I would have to say that I succeeded in some, while others were still left unsolved. I did succeed in setting new and enhancing the old targets and actions, since I was able to give Pori Energia new ideas on what could they offer to their customers in the form of marketing. In addition, I was able to give some advices on how to develop their direct mailing campaign in the future.

I feel that I also succeeded in answering the question of how to effectively retain and receive new customers. With the help of Kolis's thesis, I was able to provide Pori Energia information about what effects consumers' buying behavior, which should help the company to acquire new and retain old customers. Also, the customer panel Pori Energia is planning to do might help the company to be more aware of what possibly affects on where consumers buy their electricity. Moreover, I told the company that they should spread their marketing more around Satakunta region and take into consideration that the population in Satakunta is becoming more international every

year, meaning that they should be prepared to offer their services also in other languages. These two advices might bring the company new customers in the future.

At some point, it was decided that I should no longer think about the question of how could Pori Energia keep track of their customer flow as they start applying the new marketing plan. This was, because it was acknowledged by Kataja and Ylänen (personal communication on 20.6.2012) that the received benefit would not cover the costs that would be involved. In addition, Kataja and Ylänen felt that the amount of customers that are changing their electricity seller for good is small. Therefore, it could be said that this question was still left unsolved.

It was hard to try to predict any future trends entering the market, since nobody can predict the future. However, I was able to give Pori Energia some kind of answers to their question. I feel that, as the company begins to ponder their future marketing plans, they should use the help of the company's customer survey and customer panel, if it will be organized. Both of these can work as valuable source of information on consumers' wants and needs and they might also help the marketing team to see what trends might be appearing in the near future.

When it comes to the ultimate purpose of the plan, it is still left unclear did I succeed in it or not. This is, because when this thesis was published, Pori Energia was yet to start applying the new plan in practise. Of course, it is obvious that I was not able to provide Pori Energia with a plan that was easily updated, working and clear, since the form of the plan stayed the same as the old one; it was written on an A4 paper. I tried to keep the main focus of the marketing communications plan in environment and families and, in our meeting with Kataja and Ylänen (personal communication on 8.1.2013) where I presented my final plan, Ylänen told me that the company would definitely find my work useful and it would not go to waste. However, it can not yet be determined will the marketing actions I planned work for the company's benefit in the end.

For the future, I feel that Pori Energia should continue to develop their marketing communications plan and avoid filling it with ideas that are never carried out. Most

importantly, I feel that in the future, the company should strive to give consumers a reason why should they buy their electricity from Pori Energia and not from someone else. These reasons should be emphasized in the company's marketing actions.

I also thought what could be some the near future studies Pori Energia could conduct, for them to be able to do even better marketing. I would wish to see Pori Energia conduct their own consumer behavior survey. Even though it could be said that Kolis's results are applicable also in the Satakunta region, it would be good if Pori Energia would do a same type of survey in its own business environment. Also marketing actions could be more researched, as in do they reach the consumers and do they have a positive effect on consumers. Moreover, I would want to see a study that would research the staff's commitment to their work, as the personnel's motivation level affects on the overall company image, in addition to marketing.

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Electricity Sales – Marketing Communications plan 2012

Objective 1: Increase clientele

1. Different forms of marketing actions in the region
 - a. Campaign 1: Direct mail campaign to i.a. Noormarkku
2. Exploiting the usage of S-bonuses
 - a. Continuing the usage of S-bonuses in advertising and electricity sale campaigns
3. Announcing increases in the clientele and other statistical information that has been found to be interesting

Objective 2: Retaining the current consumers

1. Announcing information related to electricity pricing in the customer magazine
2. Continuing the co-operation with the S-bonus system and exploiting it in marketing
3. Conducting the customer satisfaction survey and exploiting the results in marketing communications
4. Customer day
5. Radio advertisement
6. Informing any issues concerning preserving energy
 - a. Campaign 1: Energy saving campaign "Päivitä kädentaitosi!" (Update your craftsman skills!) during fall time 2012

A questionnaire shall be conducted for the customers who have decided to terminate their contract. The questions will be about the reasons that have made the consumer leave the company and the knowledge received will be exploited in retaining customers.

Objective 3: Retaining and acquiring customers from large corporate customers and partners

1. Organizing social functions for customers
 - a. Hosting 1-2 icehockey matches
 - b. Hosting a baseball match
 - c. Cooking course/winetasting (Bucco)
 - d. Ihana -sailing

Objective 4: Continuing to be present in the successful marketing projects

1. Energy in Western Finland
2. Energy saving week → Energy saving campaign during fall 2012
3. Lämpimän veden viikko (Hot water week)
4. Maintaining the co-operation with local organizations (Pori Jazz,

Ässät etc.)

Marketing communications plan

Main targets: Improving company image and growth

Making the company appear more familiar to consumers

Marketing actions

1. Internet

Social media: Because social media includes many possibilities, a separate sheet was produced concerning only that area. The sheet includes guidelines on how to act in social media and ideas how to use it to one's benefit.

Homepages:

- **Objective 1:** Homepages are high in usability
 - Making it easier for consumers to sign a contract online
 - Making sure that Pori Energia's homepage includes relevant information, which is easy for the consumers to find
 - Creating a visually appealing homepage
 - Offering information also in other languages, at least in English
 - Continually posting relevant information about the market and about the company's actions

2. Customer magazine Wattiviesti

- Starting to publish Wattiviesti only 3 times a year
- Adding puzzles, especially for children in which Tuulikki could be involved in. The goal is to make Tuulikki more familiar to families with children
- Trying to make Pori Energia more familiar to consumers through Wattiviesti
 - Telling more about communal activity
 - Discussing about the electricity market situation in a way that makes it easy to understand
 - Telling more about the company's activities in general
 - Introducing the field's new technologies and developments
- When it comes to competitions, customers could win tickets to those

events Pori Energia is sponsoring. This could also be used in social media; everybody that like a certain post could participate

3. Customer panel

- **Objective 1:** Making the company more familiar for consumers
- **Objective 2:** Creating interest among the consumers towards Pori Energia
- **Objective 3:** Discussing about relevant and important subjects related to the company and the electricity market
- **Objective 4:** Making consumers feel that their opinion matters
- The panel could consist of about 10 persons and meet up 2-4 times in a year

The people for the panel could be selected from different regions in Satakunta, so that it would not only be consumers in Pori that would be keen on following the panelists. Social media should also be applied here and benefit could be found in using blogs, of which would be maintained by the panelists. One of the first things the panel should be discussing about is the question should S-bonuses be continued or not. If the answer would be no, the panelists could be involved in developing a new customer loyalty benefit program

4. Customer survey

- Partly transferring the questionnaire into an online form and informing about it in Wattiviesti and social media
- Occasionally conducting ad-hoc researches
- Exploiting the customer survey's results in marketing

5. Continuing to develop relationships with local organizations

- **Objective 1:** Receiving new marketing ideas. Without cooperation, some ideas might be left unused or never developed

6. Warm water week

- Continuing to develop the occasion as family orientated. Tuulikki should be involved in the occasion also in the future

7. Energy in Western Finland

8. Giving out 2x1000 € scholarships for a local school or a community

- Must have somehow contributed to the environment
- Trying to involve also the remote locations of Satakunta

9. Bringing electricity meters to the library

- Offering the consumers a possibility to lend electricity meters from the library

Marketing campaigns

1. Wind chimes – beautify your surroundings

- **Objective 1:** Making wind power more known to consumers as a possible environmental friendly option
- **Objective 2:** Getting more consumers to purchase wind power
- Organized possibly during spring time
- The event could last more extensively for a week, meaning that the consumers would have one week to vote their favorite wind chime. During that time, more intensive marketing of wind power could be done through social media (e.g. posting “punchlines” about wind power on social media)

2. Developing direct mailing campaign

- **Objective 1:** Receiving new customers
- In addition to sending an electricity contract, Pori Energia should address the following characteristics in its letter to the consumers:
 - Locality of electricity and the company
 - Green aspects of the business
 - Company actions in corporate social responsibility
- It is important to make the consumer realize why is the customer better of

with having an electricity contract with Pori Energia rather than somebody else. The price of electricity might be one factor that helps the consumer make a decision, but it is not all, which is why those aspects mentioned above should be noted.

3. Build a Snowman (ice sculpture) – day

- Organized in Kirvatsi
- Might be hard to organize because weather issues, but could be popular with families and in social media

4. Energy saving week (Spot an electric car! - campaign)

- **Objective 1:** To do image marketing
- **Objective 2:** Receive new customers
- The energy saving week would be finished off with a customer day. Possible ideas for it are:
 - Organizing it in Eetunaukio
 - Offering information services
 - Customer panelists
 - Tuulikki for kids
 - Electricity doctor
 - Radio Pori
- Cooperation with other local organizations might prove to be essential (e.g. companies who are involved in air-source heat pumps, geothermal heating and wind power)
- Social media would be used in posting relevant information and videos and radio interview in Radio Pori could be organized. The discussion would revolve around energy saving and the future of energy efficiency.

Social media marketing guidelines

Social media should be integrated as well as possible together with traditional marketing methods for it to be an effective part of the marketing program. Therefore, every action mentioned earlier above should somehow include also social media marketing. Here, guidelines on how to act and how to in social media are given.

Guidelines for Social Media marketing:

- Define a strategy and your goals
 - (Trying to make Pori Energia more familiar to consumers through social media)
- Create a clear profile that includes the needed insights
- Create conversation and only post content that is interesting, relevant and has value for the consumer
- Follow your conversations
- Be prepared to answer critique
- Running contests to create awareness and to add fans and followers
- Try to be unique and stand out
- Create videos (e.g. about the occasions that have been organized)
- Using a quick response code
- Display social media information anywhere you can (e.g. customer gifts, company vehicles, magnets and stickers) and mention your account every time you have a chance

Guidelines for Facebook:

- Subscribing for Facebook Marketing Bible (not for free)
- Advertising on Facebook
- Connecting Facebook with Twitter

Guidelines for Twitter:

- Using Twitter's promotional tools (not for free)
 - Promoted account
 - Promoted tweets
 - Promoted trends
- Hosting tweetups
- Using hashtags
- Retweet relevant content and post content that is worth of retweeting
- Follow other relevant users