

**Attracting new customers and retaining current customers
through integrated marketing communications**

Case: Dolce Far Niente

Jennifer Korkeamäki

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<p>Author or authors Jennifer Korkeamäki</p>	<p>Group or year of entry 2010</p>
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<p>Teacher(s) or supervisor(s) Elizabeth San Miguel, Kevin Gore, Anne Korkeamäki</p>	
<p>This study was conducted for the Dolce Far Niente brand as a Bachelor's Thesis. Dolce Far Niente started business selling imported women's handbags in 2010 under a limited liability company Triton Oy. The objective of the study is to determine the best promotional tools for Dolce Far Niente to use in order to create and improve awareness of the brand and products, and to improve brand recognition.</p> <p>The research problem was subdivided into four areas of focus. Firstly the researcher clarified the current marketing communications mix of Dolce Far Niente. This was followed by information on what kind of marketing communications the target customers prefer, and determining the differences between the current and preferred solutions. Finally the researcher created recommendations for designing the integrated marketing communications mix for the promotion of a luxury product.</p> <p>Both secondary- and primary data was collected in order to answer the research problem. Secondary data was collected in the form of marketing communications theories from a variety of books and Internet sources. Primary data was collected through a computer-administered survey in Webropol and through eight interviews. The survey was conducted in Spring 2013 with 52 respondents altogether. Interviews with the co-owner of DFN, the only employee, and six potential customers were held between January and March 2014. The information collected was analyzed and final recommendations were constructed.</p> <p>Research showed differences in the current and preferred marketing communications of Dolce Far Niente. The final recommendations concern advertising in the Internet and in Facebook, public relations in the form of a customer-membership-program, sales promotion through fair participation, direct-mail marketing and the use of celebrity endorsements as a part of luxury product promotion.</p>	
<p>Keywords advertising, customer awareness, customer preference, direct marketing, integrated marketing communications, luxury product, online marketing, personal selling, promotion mix, promotional tools, public relations, sales promotion, target customer</p>	

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1 Introduction

The central phenomenon of the present study is integrated marketing communications, and the designing of the marketing communications mix in order to reach target customers. The study was commissioned by a limited liability company and its brand Dolce Far Niente.

1.1 Background to the thesis

The owners of Dolce Far Niente, Mr. Vanninen and Mrs. Martinkauppi-Vanninen were first contacted in January 2013 and a meeting was organized. They expressed interest in taking part in a study as the commissioning company. The topic of the study was discussed in detail and the research objectives were set.

In spring 2013 Dolce Far Niente (DFN) was in a situation in which it had just changed location, and moved into new business premises. It was thought to be a good time to look into the effectiveness of DFN's marketing communications. The idea was to look into the customer group, the promotional tools they prefer and through what kind of channels they can be reached the best. The study also looked at the current marketing communications mix of DFN, and the differences between the current situation and the customers' marketing communications preferences. The aim was to generate ideas and recommendations for DFN to improve and boost their marketing communications.

1.2 Dolce Far Niente

Dolce Far Niente is a brand under the limited liability company Triton Oy. Triton Oy is owned by an entrepreneurial couple and they have one employee who works specifically with Dolce Far Niente. The employee acts as one of the contact people in the company. Dolce Far Niente started business in 2010. The aim was to set up an exclusive boutique selling Italian leather bags imported from Italy. The small boutique used to be located in the WTC Plaza in the Helsinki center, but due to several reasons, it moved into new business premises in Bulevardi 24. DFN also operates through an

online-store that acted as the sales channel during the change of location. The target customer is a female aged 30-55, who lives in the city and who has moderate purchasing power and disposable income. These females have the financial situation that allows them to buy 2-3 new bags a year. They are not interested in purchasing very high-end designer bags nor do they want to pay extra for the label. Dolce Far Niente has some regular customers and an e-mail-list for their most interested customers and followers.

The products sold currently are hand-made leather bags and purses. The bags are selected by the owners themselves when they visit different producers across Italy and then they are imported to Finland. The group of producers includes Bellini, Carbotti and Fedon which all hold established brands in Italy. The owners have chosen specific colors and models for the goods based on their own interests and ideas as well as depending on customer preferences and the time of year. The prices of the products vary between 50 and 300 euros thus serving customers in several different price-categories. Most of the bags can be directly bought in the boutique. The inventory is relatively small, and sometimes the delivery times of the bags can be quite long; from a few weeks to a few months. This is due to difficulties with the Italian suppliers, long production time as the bags are made by hand, and because the bags are not produced before an order is received.

Basic research about the market was conducted before business started. The entrepreneurs wrote a business plan which also includes a plan for the marketing communications of the brand and the products. In the near future the owners hope to see growth in sales and improved brand awareness and -recognition.

1.3 Research problem and investigative questions

The research problem is

How to attract new customers and retain current customers through integrated marketing communications?

The investigative questions are

1. What is the current marketing communications mix of Dolce Far Niente?
2. What kind of a marketing communications mix do the target customers of Dolce Far Niente prefer?
3. What kinds of differences exist between the current marketing communications of Dolce Far Niente and the preferred marketing communications of the target customers?
4. How to design the integrated marketing communications of a luxury product in order to reach the target customers?

1.4 Demarcation

The topic is about designing the marketing communications in order to reach the target customers and selecting the right mediums. The company is a small boutique operating in central Helsinki selling middle-high-end leather bags. After discussing the current situation and the needs of the company with the employee and owners, it was concluded that it would be most beneficial to look into the marketing communications mix and the customer preferences. As the Italian brands behind the products of DFN are successful in their home-market, it is important to design the marketing communications so that they convey the product heritage and culture. This is how the current research problem and the investigative questions were formed. The research problem is “attracting new customers and retaining current customers through integrated marketing communications”.

The first investigative question is “what is the current marketing communications mix of Dolce Far Niente”. This question aims to start the study with going through the current situation and the mix which is in use. The question will be answered with the help of interviews and the business plan of Dolce Far Niente and the answer will cover the most used marketing communications channels such as advertising, public relations, sales promotion, personal selling and direct marketing.

The second investigative question is “what kind of a marketing communications mix do the target customers of Dolce Far Niente prefer”. This question aims at finding out what kind of channels can the target customers be reached through the best. The an-

swer may concern an active Facebook-group with regular updates, traditional paper ads in newspapers and magazines, e-mail-advertisements, text-messages or events. Moreover the question offers a possibility to the target customers to share what kind of marketing communications they like.

The third investigative question is “what kinds of differences exist between the current marketing communications of Dolce Far Niente and the preferred marketing communications of the target customers”. The question is quite self-explanatory. The aim is to compare the results of the first and second investigative question in order to find out the main differences to be able to create comprehensive recommendations. The answer of the third investigative question will include the same main elements as investigative question one; advertising, public relations, sales promotion, personal selling and direct marketing.

The fourth and final investigative question is “how to design the integrated marketing communications of a luxury product in order to reach the target customers”. With the help of the third investigative question and research of the customers’ preferences, the aim of the final investigative question is to give recommendations concerning the marketing communications mix that best fits the needs of the company, reaches the target customers as well as compliments the brand identity and the luxury aspect of the products. The recommendations will primarily focus on the differences that emerge in the answer of the third investigative question, and they will follow the same categorisation as the previous answers; advertising, public relations, sales promotion, personal selling and direct marketing. The researcher also considers the promotional tools especially suited for the promotion of luxury products.

1.5 International aspect

The international aspect of the thesis derives from the fact that the company has its suppliers abroad and because all the merchandise is produced in Italy and imported to Finland. The products are known in the Italian market as the producers Bellini, Carbotti and Fedon all hold established brands. This affects the brand-image and brings a strong differentiating key compared to competitors in the capitol area. The Italian

brand culture and -heritage needs to be communicated through the marketing communications, and the choices need to be loyal to the brand. Communicating the brand to the Finnish market has been difficult, but DFN has managed to acquire regular customers and wishes to continue to attract customers with the Italian products. The physical store-concept is of Italian style and old Italian music is played in the background in the boutique. Espresso is served to customers while they visit. This creates uniqueness that should be communicated through the marketing communications and it brings along its own challenge to the marketing communications planning and the forming of the final recommendations.

1.6 Anticipated benefits

One of the anticipated benefits of the study for Dolce Far Niente is important marketing communications research conducted by someone else. This will save the owners time and allow them to concentrate on other business matters and the core business. It will present the effectiveness of the company's current marketing communication and shed light on the preferences of the women who are targeted. With the results of the research Dolce Far Niente may be able to target their marketing communications better and increase awareness of the brand and products. Moreover this may contribute to growth in sales and revenue.

For the researcher the study is a good learning experience, and valuable information about real-life marketing communications and marketing research is gained rather than simply reading about different theories and participating at lectures. This may also enable the researcher to create contacts for possible future use. The complete study is proof of the researcher's capabilities.

1.7 Key concepts

The final aim of the research is to help in creating a marketing communications plan for the brand. The study includes several important concepts and to understand the study and the research process to the fullest some explanations are helpful. The following chapter provides a definition for the most important key concepts.

A *brand* is “a name, term, sign, symbol, design, or a combination of these, that identifies the products or services of one seller or group of sellers and differentiates them from those of competitors” (Kotler & Armstrong 2012, 255). A brand is successful if it manages to differentiate itself from others through its products or services and add value to the consumer, and therefore meet the needs of the buyer or user.

Corporate identity is a “company’s personality” (Blythe 2006, 42). It is the image of the company that the public has of it, and it is formed by the company’s actions, communication, trademarks and branding. As a part of their job, a company’s communication department takes care of and builds the corporate identity.

Customer awareness is the level of understanding and recognition of a company and its products and services by its current and potential customers. According to Keller, it is a combination of “brand recognition and brand recall performance” (Keller 2008, 54).

Fashion marketing is the channel that brings the newest trends from the catwalks to the public. It “combines the elements of advertising, design and business administration, as well as a solid understanding of the fashion world” (Fashion School Finder 2014).

“*Luxury* is anything that is desirable and more than necessary and ordinary” (Heine 2011). *Luxury products* comprise “all products which exceed what is necessary and ordinary compared to the other products of their category” (Heine 2011). *Luxury product marketing* is marketing specially designed for luxury products which have very specific pricing, targeting, positioning, customers and value propositions.

Marketing preferences are the promotional tool options that customers would choose over others, for example if a customer prefers to watch advertisements on TV every day rather than come across a press advertisement in a magazine while reading.

Consistent communication with a company’s customers through using the promotional tools together with other marketing activities is called *integrated marketing communications (IMC)* (Bingham et al 2005, 303).

The *promotion mix* is a balanced mix of “*promotional tools* used in marketing communication” (Bingham et al 2005, 454). Advertising, public relations, personal or professional selling, sales promotion and direct marketing are all considered *promotional tools* (Bingham et al 2005, 454).

The role of *advertising* is to build awareness of a company, product or service, to engage potential buyers or to position and reposition brands through different media. Some commonly used media options are the Internet, magazines and newspapers, outdoor media, radio and TV.

The definition of *personal selling* is direct contact between a buyer and a seller. It is deliberate and often persuasive as the seller aims to create a need in the buyer which leads to an exchange between the two (Bingham et al 2005, 48.).

Public relations takes care of the company’s reputation and image. The aim is to understand and influence the public’s opinion and behaviour and to create mutual understanding between the company and the public (Donnelly & Linton 2009, 181-182.).

Direct marketing is a term for marketing that companies conduct directly towards the customers without intermediaries. The aim is to get a quick response leading to a transaction. According to Kotler and Armstrong (2012, 433) *direct marketing* is defined as “direct connections with carefully targeted individual consumers to both obtain an immediate response and cultivate lasting customer relationships”.

Sales promotion offers a customer a reason to buy a product or a service now. Good examples of sales promotion are activities hosted by the seller such as discounts and product raffles, and trade shows and exhibitions, in which the products or services are presented in a more interactive and unusual manner in order to add value (Donnelly & Linton 2009, 181).

Targeting is generally performed after segmentation of the market. It includes evaluating each market segment and selecting the most attractive segment to enter.

Differentiation is the company's way of separating from the masses of similar products and services. It can be differing product- or service attributes, different marketing channels, different personnel, or different company image.

A brand is *positioned* in the consumers' minds in a certain spot compared to competitors according to the attributes, quality and price (Donnelly & Linton 2009, 13). The *positioning* of a brand is its identity in the minds of the target customers. Positioning aims to identify a niche in the market. It works through marketing placement strategies such as competition, distribution, packaging, price and promotion.

Key concepts of the research will therefore be *target customers* and their *marketing preferences*, *integrated marketing communications*, design of current and future marketing communications and the *promotion mix*. One should also consider carefully the *objectives of the marketing communications* and the message that is communicated. In designing integrated marketing communications all the *promotional tools* should be taken into account. The best options and the balance between the different tools should be carefully studied so that the result meets the needs of both the target customers and the company.

1.8 Risk management of the research process

The topic field of marketing communications being so vast, it is hard to select a topic that is narrow enough. Therefore the topic is quite large and it is vital to only include elements that are necessary. Another problem that may be occur in the research process is getting possible informants involved and interested enough to dedicate some of their time to be interviewed or to answer the questionnaire. Selecting the informants for research will also be challenging since there is no clear sample frame other than age from which to draw the respondents. Selecting respondents randomly would provide a more descriptive result but convenience sampling (Burns & Bush 2010, 380) is a more executable option. Since a non-probability sampling method (Burns & Bush 2010, 368) is used, human intervention needs to be taken into account. There is plenty of room

for human errors and biases. Finally the deadline is something that puts restraints on the process and it is important to make sure that the researcher proceeds according to the schedule.

2 Marketing communications

Before thinking about potential ideas for marketing communications, it is important to provide explanations of the key concepts. These concepts form the theoretical framework of the study. The final recommendations also rely on the theory frame. The aim is to present a few possibilities that can be used in creating an effective integrated marketing communications mix.

2.1 Integrated marketing communications

Marketing communications is the communication between the company and its current and potential customers. To do business, companies need to communicate their customer value and make their value proposition to their customers as well as build good customer relationships, and create and enhance brand recognition. All this should be done within the marketing communications budget. According to McDonald (2008, 97) it is important to start the marketing communications planning with setting the organization's communications objectives. The communications objectives should be based on the marketing objectives of the whole company and further on based on the company's corporate objectives.

The goal of marketing communications is to create a message that includes a company's value proposition and to communicate this to current and potential customers as clearly, effectively and consistently as possible. In order to do this, a company should plan its marketing communications very precisely in order to avoid ineffective marketing acts and loss of customers' interest and purchasing power. This strategic planning is often summed up as a marketing communications plan that includes the most important steps and elements of the marketing communications, the budget, other resources, the schedule and the measurement and evaluation.

When planning the strategic process for marketing communications it is important to consider different elements. According to Blythe (2006, 42-43) these elements are situational analysis, setting objectives, strategic decision making, operational decision making, campaign management and campaign evaluation. Terence Shimp (2007, 17) pre-

sents a Marcom (marketing communications) –framework which includes all the most important decisions concerning the strategic process of marketing communications. The two authors have similarities in their theories such as the importance of objectives setting and the division between strategic and operational decisions. Perhaps the main difference is terminology. Shimp presents his theory frame as a picture and with more specific depth and it provides a better picture of the strategic process than the explanation that Jim Blythe provides. This is why the researcher has decided to introduce it more.

Shimp (2007, 17.) divides the Marcom-decision making process into two subcategories: fundamental- and implementation decisions. They are also known as strategic- and operational decisions.

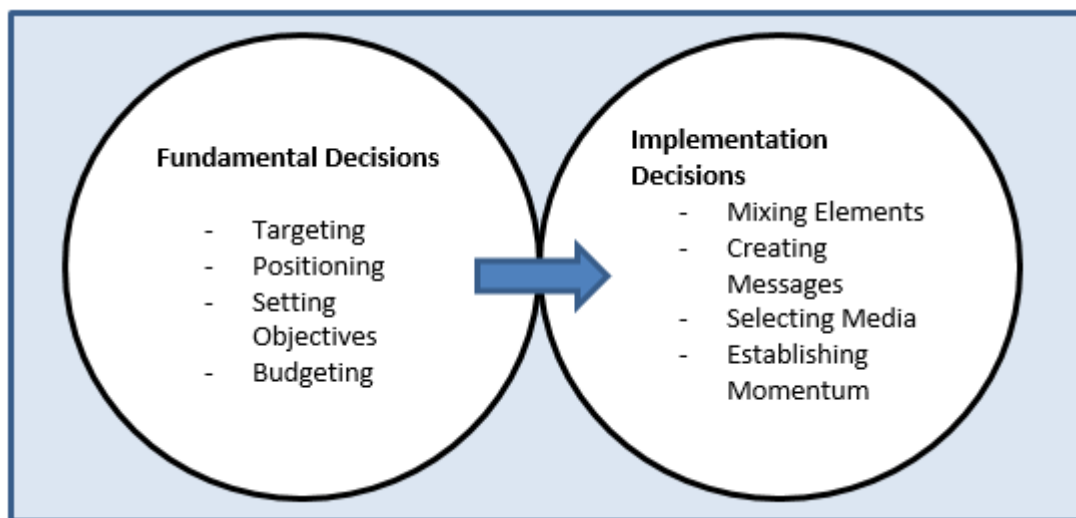


Figure 1. Fundamental- and implementation decisions. The Marcom program (Shimp 2007,17)

Fundamental decisions include decisions concerning targeting, positioning, setting objectives and budgeting. These decisions create the foundation of the Marcom. Targeting concerns the selection of the consumer group whom is wanted to be influenced and positioning is about finding the right spot in the market to do so. Budgeting decisions give the resources for the execution. The implementation decisions are made based on the fundamental decisions. They include mixing elements, creating messages, selecting media and establishing momentum (Shimp 2007, 17.). The selected elements,

the message and the media all need to compliment the brand and be able to communicate the corporate objectives to the public. The brand needs to become distinctive from competitors. In order to create a powerful marketing communication strategy for a company all of these decisions have to be made in line with the company's marketing- and corporate objectives. Measuring and evaluation of the results of the Marcom- decisions should not be forgotten as it crucial to be able to see whether or not the marketing communications are effective and to be able to take remedial actions.

2.2 Marketing communications mix

Kotler and Armstrong (2012, 432) provide a very basic description of the marketing communications mix. The marketing communications of a company should be a balanced mix of five different promotional tools; advertising, sales promotion, personal selling, public relations and direct marketing (Kotler & Armstrong 2012, 432). Bingham, Gomes and Knowles (2005, 48) mention professional selling along with personal selling as one of the promotional tools, but it will not be discussed here as it primarily referred to in business marketing as means of selling business marketing.

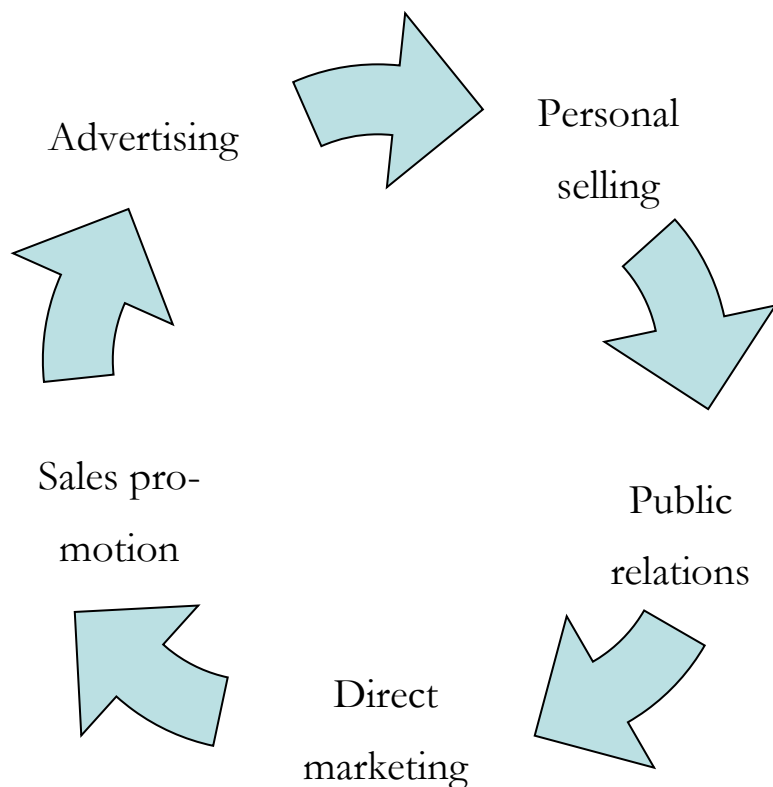


Figure 2. Integrated marketing communications. Modified based on the integrated marketing communications –theory frame by Kotler and Armstrong (2012, 437)

The company chooses the different tools based on their customers' age, environment, gender, race, income level, personal interests, and the customers' preferences of promotional tools. They should figure out a mix and a balance of tools that reaches the customers in the most effective manner with the least amount of money. The company needs not to only think about the customer point of view, but also their subjective point of view. They need to consider their financial resources for marketing communications, the suitability of the selected promotional tools for that specific product or service and the time span in which the customers want to be reached and made aware about the brand, service or product.

On the contrary, what is interesting is that Jim Blythe (2006, 43.) divides marketing communications into four elements instead of five like Kotler and Armstrong (2012, 432.). The researcher found this deviation intriguing. Blythe mentions advertising, public relations, sales promotion and personal selling leaving direct marketing out of the elements (see figure 3). Still Blythe discusses Internet marketing in his model, while Kotler and Armstrong (2012, 524) have included online marketing as one element inside direct marketing. Blythe's theory model dives deeply into each element as the four existing elements are divided into different subcategories. As he describes it: "the best marketers use them in appropriate ways to maximise the impact of their communications activities" (Blythe 2006, 40.). The different elements and their subcategories are not all black and white and it is essential for a company to look into all the different options. It should aim to find out the most fitting combination for its business based on its own market research and the brand's needs.

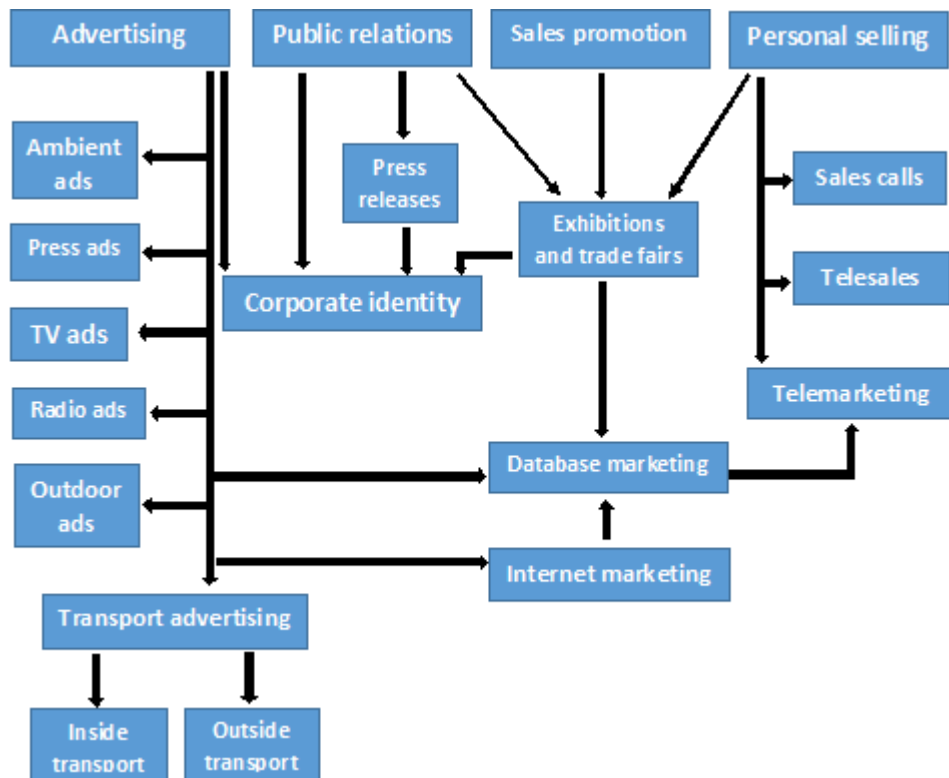


Figure 3. A taxonomy of marketing communications (Blythe 2006, 43)

2.2.1 Advertising

Advertising is the first promotional tool mentioned by both authors Kotler and Armstrong (2012, 432) and Blythe (2006, 43). Advertising is communication between the buyer and the seller through different media such as TV, radio, newspapers, magazines, the Internet, flyers and outdoor media such as billboards. The range of these different advertising channels is vast and companies need to consider the choices carefully. The nature of the product or service, the target customers, the country in which the company is located in or in which the marketing is performed and the budget are all important matters to take into consideration. Advertising can become very expensive and it is important to plan advertising together with the financial department.

The aim of advertising is to communicate the company's objectives and the value proposition to the customers as well as increase the level of awareness of the brand. This is done by frequently sending consistent messages through different media in a balance that suits the target customers. Engagement of the current and potential cus-

tomers as well as brand positioning and repositioning are highly appreciated outcomes of successful advertising (Donnelly & Linton 2009, 171).

As mentioned, Blythe (2006, 43) delves in deeper and categorises advertising into several different subgroups. These subgroups are ambient ads, press ads, TV ads, radio ads, Internet advertising, outdoor ads and transport advertising (Blythe 2006, 43). Ambient advertising is about placing ads in places that are unusual such as on traffic signs, petrol pumps or toilet seats and anywhere one can think of (Lum 2012). Like the term outdoor advertising suggests; outdoor advertising is any type of advertising performed outside. It is very effective as it reaches more people than any other single media, but at the same time it is very cost-efficient compared to other mass media (translated from Outdoor Finland 2014). Outdoor media makes it possible to have the brand on display 24 hours a day and increase brand awareness among potential customers. Moreover it offers the same possibilities of visibility and coverage to both large and small enterprises. According to George and Michael Belch (1995), outdoor advertising has advantages such as being location specific, high in repetition and easily noticeable. The disadvantages are that outdoor advertising may have local restrictions due the local governing in each geographical area and short exposure times which require short ads (Belch & Belch 1995). Furthermore Kotler and Armstrong (2012, 471) present flexibility, low costs and “low message competition” as advantages of outdoor advertising. As disadvantages they discuss “little audience selectivity” and “creative limitations” (Kotler & Armstrong 2012, 471).

Transport advertising can be divided into two subcategories; inside- and outside transport. Different posters and stickers can be placed inside trains and metros or the railway stations or they can be on the sides of taxis, busses and private vehicles (Blythe 2006, 117-118.). A rather known example of an outside transport advertisement is from the TV-series *Sex and The City* in which one the leading ladies, Carrie Bradshaw, is displayed on the side of a bus promoting her weekly “SEX and the CITY” -New York Star- column (see picture 1 below). Both transport advertising modes inside- and outside transport have advantages and disadvantages. The number of people that outside transport advertisements reach can be tremendous, but trying to target a specific

group of people is next to impossible. Inside transport advertisements can be targeted a little better as they are most likely be seen by regular commuters (Blythe 2006, 117.).



Picture 1. Outside transport advertising. Carrie Bradshaw on Sex and the City (Foster 2012)

2.2.2 Public relations

The Institute of Public Relations (1984) defines public relations as “the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics”. In other words public relations take care of and protect the image of a company through different various activities such as press releases, annual reports, fundraisers, membership programs, staff work-shops and in house training, conferences, press and TV functions and organizing of special events (Blythe 2006, 130). Additionally public relations use several other tools such as news, speeches, sponsorships, written- and audio-visual materials as well as corporate identity materials and other public service activities (Kotler & Armstrong 2012, 480). The ultimate objective of public relations is to make people remember the brand positively. Public relations are not used only to communicate the brand to its customers, but also to its staff in order to make them represent the company image and help communicate it.

“Sponsorships can be considered as an extension of public relations because they both aim to achieve similar objectives such as providing a good image and reinforcing a brand’s credibility” (Okonkwo 2007, 155). Sponsoring a charity or a professional can generate a lot visibility in the public and awareness amongst consumers. It is for example possible to host an event in which a talented young person gets a possibility to show off their talent and the company behind the event can promote their own products and services at the same time. Customers attending this kind of events will then relate the company to the possibly memorable and enjoyable evening they had. Sponsorship can also be executed in the form of donating products for use, for example a lot of high-end fashion designers lend their evening gowns to Hollywood actresses so that the gowns are photographed on the red carpet. As in all the promotional tools it is important to have a clear target audience and to try to understand it and satisfy the market through different forms of sponsorships. Uniqueness and standing out against competition will help in building brand awareness. The financial department of the company needs to be tightly involved in sponsorship actions as the different actions require different amounts of financial resources.

A company’s corporate identity goes hand in hand with the public relations. A company can display its corporate culture, objectives and values through organizing different events, and through the way they communicate with the public and the press. Corporate identity is the image that employees, customers and investors have of a company. It is described as “the outward manifestation of the organization, a visual means of identification” (Blythe 2006, 148). It includes everything from interior and exterior design of the building in which the company has its office, and from vehicles to the logo, papers, uniforms and product design. A company uses branding as a channel for sharing its corporate identity.

2.2.3 Sales promotion

Both Blythe and Kotler and Armstrong mention sales promotion as a part of the marketing communications mix. Kotler and Armstrong present the different sales promotion tools very clearly one by one whereas Blythe describes the area of sales promotions very thoroughly but the grouping inside the topic is not as clear in the research-

er's opinion. This is why the theory of Kotler and Armstrong is mostly presented. Kevin Lane Keller has very interesting insights on sales promotions from the brand-point of view and the researcher found it intriguing to add some of Keller's thoughts on the topic.

“Sales promotion consists of short-term incentives to encourage the purchase or sales of a product or service” (Kotler & Armstrong 2012, 505.). The main difference between other tools is that sales promotion aims to give a reason to buy now. Sales promotion can be used in different forms and it can be divided into three main categories; consumer-, trade-, and business promotion tools (Kotler & Armstrong 2012, 506). Consumer promotion tools include “samples, coupons, refunds, premiums, point-of-purchase displays, contests, sweep stakes and event sponsorships” (Kotler & Armstrong 2012, 507). Some consumer promotion tools can be used as trade promotion tools as well. Trade promotion tools can be price-off –discounts in which the manufacturer offers a discount on list prices, different allowances, buy-back guarantees and free goods (Kotler & Armstrong 2012, 510). Business promotions entail same tools as consumer- and trade promotions.

Additionally conventions, trade shows and sales contests are used to promote companies' products and services (Kotler & Armstrong 2012, 511). Different exhibitions and trade fairs can be very useful channels to reach consumers and companies since they offer a possibility to introduce new products, meet current and potential customers, share information through marketing materials, interact with the customers and to sell products.

As mentioned, Kevin Lane Keller takes a more brand-focused view on sales promotions and he discusses the advantages and disadvantages of using them. The use of consumer- and trade promotions has grown since the 1980s and 1990s when they were seen as a more efficient way of increasing sales compared to advertising (Keller 2008, 256). Using different forms of sales promotions generally requires good relationships with different retailers and distributors in order to get the products onto the store shelves and on display. Sales promotions also cause more work to the retailers but at

the same time they have the power of selecting which brands to represent and promote.

From the brand point of view different product displays can build brand equity through the sharing of information and through sampling allowing the consumer to experience the product. Fundamental objectives of sales promotions are to get consumers and retailers to purchase a product once, to purchase more of it, to increase the number of purchases and to make consumers purchase more often. Even if the consumer doesn't purchase the product it is likely that he or she will remember it better compared to a similar product that hasn't been specifically displayed. On the other hand, sales promotions can cause decreased brand loyalty and increased brand switching (Keller 2008, 256). Decreased brand loyalty may be caused by making consumers buy the product when it is being promoted rather than when it is not. The consumers who are attracted by the brand reason their purchase with the promotion and therefore have no reason to purchase it when the promotion is withdrawn. Also, at the point of the next purchase they might be tempted to buy the products on display rather than the brand that they were first attracted to.

2.2.4 Personal selling

Keller explains in simple words personal selling to be “face-to-face interaction with one or more prospective purchasers for the purpose of making sales” (Keller 2008, 266). He does not cover the topic thoroughly but goes more into good personal selling practises. Blythe on the contrary provides the reader with some comparison between personal selling and the other promotional tools. This is why the researcher decided to look into Blythe's theory more.

Most of the promotional tools like advertising and sales promotion are one-way communication while “personal selling offers two-way communication with the prospective customer” (Blythe 2006, 254). Personal selling includes a sales process which is formed by different steps. The process starts by identifying and creating “leads”; companies that are potential customers or current customers, and these leads are contacted through e-mail or through sales calls. The actual face-to-face interaction takes place in

different kinds of assemblies and the aim is to discuss the current situation and solutions of the customers and try to find out if there are any needs that could be filled with the products or services offered.

Personal selling is a very expensive way of communication and doing it well requires a lot of time, effort and research. To cut some of the time spent the traditional face-to-face meetings can be replaced with telesales and telemarketing. The advantage of actual personal selling is that there is a customized message for each prospective customer which often makes the sales process more effective and successful. It also provides the possibility of good customer service and creation of brand awareness when the customers have the possibility to ask questions and receive answers all the way through the sales process.

Though it is very effective, it is not recommended to use only personal selling as a marketing channel as it works best as a part of an integrated marketing campaign (Blythe 2006, 254). It is always easier to sell a product if the customer has already heard of it before.

2.2.5 Direct marketing

Direct marketing is the fifth tool that Kotler and Armstrong (2012, 432) mention in their integrated marketing communication mix. Blythe (2006, 43) does not mention it separately as a part of the marketing communications mix. The researcher found it important to introduce the topic shortly to get a better understanding of the field of marketing communications.

Kotler and Armstrong (2012, 520.) define direct marketing to be: “connecting directly with carefully targeted segments or individual consumers, often on a one-to-one, interactive basis”. Direct marketing often uses databases as support and the aim of this segmented marketing communications method is to get immediate consumer response. Blythe introduces direct marketing and database marketing to be synonyms and that “database marketing is only that part of direct marketing which is handled by computers” (Blythe 2006, 205). According to Kotler and Armstrong (2012, 523), who define

customer databases as “an organized collection of comprehensive data about individual customers or prospects”, companies use this data to find potential customers and to create sales leads. A good and up-to-date customer database can be a powerful and helpful tool in creating long-lasting customer relationships.

Different types of e-mails, leaflets, catalogues, telemarketing, web sites and online stores are all channels of direct marketing. As described by Kotler and Armstrong (2012, 524), direct marketing consists of these following forms:

1. Face-to-face selling
2. Direct-mail marketing
3. Catalogue marketing
4. Telemarketing
5. Direct-response television marketing
6. Kiosk marketing
7. New digital technologies
8. Online marketing

Direct marketing is easy for the customers as they are constantly approached with marketing material from different channels for example via the TV, phone, mail or e-mail. The customer does not necessarily need to seek for the products and services themselves. At the same time direct marketing, such as telemarketing, can be felt as an annoyance. Direct marketing benefits the seller as it provides a way of building customer relationships and because it is relatively cheap and flexible.

2.3 Online marketing

The Internet is the most recently found medium for different marketing and it is usual for companies to have a web site, an online store, and pop-up ads and banners on other web sites. Online marketing includes several different channels that can be used simultaneously. Web sites are the most often used channel. Different type of search engine optimization is a way of increasing web site visibility and brand awareness. Blogs and social media marketing on platforms such as Facebook, YouTube and Twit-

ter create a medium to reach a vast amount of people, and traditional e-mails are still seen as a very basic and effective tool to reach targeted consumers. (Translated from Liljeroos 2013.)

2.3.1 Web sites and online stores

An own web site is the cornerstone of Internet-marketing (translated from Liljeroos 2013). Once a consumer or company hears about a new brand or product, it is very common to go online and try to find more information on it. Web sites can be divided into two types; corporate web sites and marketing web sites (Kotler & Armstrong 2012, 537) and the main difference is the purpose of the sites. Corporate web sites are for sharing information and communication rather than selling products while marketing web sites concentrate on engaging consumers, interaction and on the actual selling process (Kotler & Armstrong 2012, 537).

A web site is a good and inexpensive way to increase visibility and share information with customers. Customers often also have a possibility to give feedback and comments. It is possible to create an online store through which one can sell products to customers and have a link from the web site to the online store. Having the possibility to order right after familiarizing oneself with the products may help increase sales. A web site offers a channel that reaches a lot of people at the same time and it is forthcoming to everyone who has Internet-access. It is important to keep in mind the target customers when designing the outlook of the web site, and try to make it as attractive, easy-to-use and interactive as possible. It is a good idea to have a coherent design between the brand, product and the web site so that they seem united to the public. Pictures, clear descriptions of the products, correct spelling and contact information build up the trustworthiness of the web site and make it more credible for customers.

2.3.2 Search engine optimization and -advertising

Just having a web site might not be enough to attract customers, but some search engine- optimization and -advertising may be helpful. The idea of search engine advertising is that you get visibility when a customer seeks information on something that is

linked to the product or service you are selling. As the advertiser you can choose the search words that will direct the customers to your ads. In Finland most of the Internet-users use almost only Google as their search engine and therefore it is advisable to use Google in search engine advertising. Through search engine optimization it is possible improve your Internet-site's ranking in the Internet searching and increase traffic to your web site. It is a remunerating tool for increasing online-visibility as it is practically free of charge. (Translated from Liljeroos 2013.)

2.3.3 Facebook

Facebook, the world known social network site founded in 2004, is a great promotion channel for companies as it is free of charge and reaches over a billion people worldwide (translated from Tapiola 2014). There were at maximum 2 193 000 over 13-years old Finnish Facebook-users in the beginning of 2014 (translated from Uusitalo 2014), which indicates huge potential for Facebook marketing inside Finland. Facebook's profit in 2013 was approximately 1, 1 billion euros and it earned the second most money through digital marketing after Google (translated from Tapiola 2014).

Like any private person, a company can set up its own Facebook-page and share pictures and information with consumers. Facebook also offers advertising space for companies and step-by-step- help in creating a Facebook presence. The Facebook for business- site (2014) offers five easy steps in how to use Facebook to reach your target customers. According to the Facebook for business- site (2014) these five steps are:

1. Set up your page
2. Identify your audience
3. Create compelling content
4. Advertise
5. Measure and adjust.

The site goes through all the steps in detail. As in creating any content on the Internet, it is important to identify the people who are targeted and to try to create content that relates to them in design, information, style and interaction. The key is to be active,

interact with the users, and to try to find the right kind of advertising that appeals to the target group of people. Measurement actions should be taken to make sure that the web site is on track with the marketing goals and that the users are pleased. Adjustments should be made when necessary to maximize the effect of every ad, post and other activity on Facebook.

2.3.4 Blogs

The popularity of different blogs has grown in the past years and they are now a good add to the promotion mix of a company. Blogs are “online journals where people post their thoughts, usually on a narrowly defined topic” (Kotler & Armstrong 2012, 535). Anyone can start a blog and the topic can be anything from food, interior design and fashion to sports, economics, science and politics. A blog is channel for individuals to share their thoughts on different topics of interest, but it is also a channel for companies to share information and to interact with readers. As in any social media channel, again the most important thing is to stay active and write new blog posts as often as possible. It is also advisable to share new blog posts in Facebook so that readers are reminded of the blog’s existence.

Blogs have often narrow topics and they are targeted to a specific group of people perhaps not even deliberately. Take example a 17- year old girl who blogs about clothes, make-up and her hobbies. It is only natural that most of her followers would be in the same age group and interested in the same topics. Companies can take advantage of this type of targeted marketing medium, not only by creating their own blogs, but by advertising in already existing blogs. Sponsorship through sending for example equipment or clothes to different bloggers is one way of getting visibility in the blog-world.

Blogging has several advantages. Setting up a blog is free of charge and the possibilities are unlimited. Blogging offers a chance to be creative and interactive, and it is a great tool for building a brand and for creating brand awareness. As a disadvantage blogs are not suitable for one-way product introductions or for any kind of marketing communications that aims to accomplish immediate purchase-decisions. (translated from Juslén 2014.)

2.3.5 E-mails

E-mail is a very basic and simple tool for online marketing, and a traditional way of communicating with current and potential customers. E-mails are probably the most used direct marketing mediums and they can be very targeted and personalized when done correctly. As most of the online marketing mediums mentioned, sending e-mails is low-cost marketing communications and it is easy to target wanted consumers. According to the Direct Marketing Association DMA “commercial e-mail produces the highest return on investment of any direct marketing media” (Trosclair 2010).

Unfortunately the amount of spam, which is “unsolicited, unwanted commercial e-mail messages” (Kotler & Armstrong 2012, 541), has grown rapidly in the past years, and it has had an effect on how the public views the use of e-mails in marketing. To avoid irritated and frustrated consumers it is always good to gather the contact information of consumers who are open to receiving commercial e-mails from your business. This can be through a customer loyalty-program, at the point of purchase, through different raffles, or through a web site. This “permission-based e-mail marketing” (Kotler & Armstrong 2012, 541) is about sending e-mails only to customers who give their contact information willingly and who are interested in receiving commercial e-mails. Most companies have their own customers’ e-mails in lists which they use for marketing communication purposes.

2.4 Luxury product marketing

It is important to determine what it is that is actually being marketed when designing suitable marketing communications. This is why the researcher found it important to look into the topic of luxury brands, luxury products and their marketing communications.

2.4.1 The essence of luxury

A luxury product is the opposite of a necessity good; it is something that one does not need in order to manage. According to Klaus Heine (2011) luxury products are “all products which exceed what is necessary and ordinary compared to the other products

of their category”. The most known luxury brands behind luxury products are for example Versace, Dior, Gucci, Louis Vuitton and Hermes, which are all known around the world. All of these brands share in common the fact that they have been in the market for decades. They have become iconic slowly and they now hold established positions in the market as well as in consumers’ minds. As Gutsatz and Auguste (2013, 12) describe it; “all luxury brands were created by men and women who brought unique creative skills to their clients, often breaking the rules and norms of their times”. These kind of innovative creators are for example Gabrielle “Coco” Chanel- the lady behind the fashion brand Chanel, and Jean-Louis Dumas- the man who created perhaps the most sold Hermes-bag: the Birkin. Luxury brands have very strong acknowledged identities mixing tradition with modernity, the products are often hand-crafted and made only out of the best materials and the products are priced their higher than the average chain-produced products. Companies behind luxury brands are often family-owned.

The main objective of a luxury brand is creating customer desire and the way to do it is to create a framework deriving from the brand heritage, cultural background, and unique product quality and aesthetics (Gutsatz & Auguste 2013, 32). The framework will be communicated to consumers through extensive but subtle marketing communications. Everything from the design of the store or boutique itself to the uniforms of staff members are included; advertisements, public relations, product packaging, the sales process and after sales-service as well as company papers and other print materials, design, colors and fonts that are used.

2.4.2 Luxury brand promotion

When communicating high-end luxury products to the market the focus needs to be on the brand prestige, image and recognition. It is important to highlight the traits that not all products in the market have; for example being handcrafted, the use of the best materials and good quality, the history and culture behind the brand and the value that they create. The promotion of luxury products includes the same process as of any other product; sending messages through different channels to a carefully selected market and the market reacting to these messages. Apart from this “luxury brands have

the additional task of conveying the brand's essence and all its elements in each communication" (Okonkwo 2007, 145.). According to Okonkwo (2007, 145), a business strategy consultant of the fashion industry, the most suitable promotional tools for luxury brands are advertising, direct marketing, personal selling, public relations and sponsorships.

2.4.3 Luxury brands on the Internet

It is important to note at this point that the luxury industry has been slow in moving into the digital age and it has not been self-evident that it needs to have an online presence. This may be because the core essence of luxury and the principles and objectives of the Internet have not met (Okonkwo 2010, 13.). Luxury products are seen as something to enjoy and to indulge on and the underlying culture of luxury notes that not everyone is titled to own this kind of objects. In the past only royals, nobles and aristocrats had the possibility and reasoning to own such high-end products and they set these people apart from the rest of the population. These kinds of people were looked up to and as time has gone by luxury products have stayed up on this pedestal. Though the kind of social class distinction has already disappeared, it is still part of the essence of luxury products (Ibid.). In the Internet the position of the consumer is the total opposite; he has the control and positions himself on the pedestal. This kind of setting only allows a situation of disappointment, misunderstanding, anxiety and disbelief (Ibid.). This is the reason why Prada created a web site only in 2007, decades after the Internet was introduced in the 1980s, and Chanel and Hermes are still reluctant to sell their products online (Ibid.).

2.4.4 Celebrity endorsement

Different celebrities have been used as marketing communications tools for various brands. The idea is to promote a brand and its products with the help of a celebrity through magazine-advertisements, TV-commercials, events and photographs. The reason for using celebrities as part of marketing communications is "to make the brand's message stand out among the clutter of advertising and offerings from competitors; and to convince customers of the credibility of the brand's offerings" (Okonkwo 2007,

157-158). The celebrities have to be selected carefully so that the selection helps position the brand, promote the products and create awareness among consumers. It is beneficial if the celebrity is known around the world and especially known for a certain talent, for example singing or acting, because this builds up the credibility of the marketing communications.



Picture 2. Celebrity endorsement. Kate Moss for Longchamp by David Sims in Spring/Summer 2010 (Queen Mab 2010)

A survey conducted by the Lifestyle Monitor of Cotton Inc. (2008) studied celebrity endorsement and the affect that celebrities have on women's fashion choices. The study showed that the influence is greater the younger the women are. Still out of women who were between the ages 35 and 55; 51 percent said that they "pay attention to who is wearing what on TV and in magazines" (Cotton Inc. 2008.). According to Uché Okonkwo (2007, 158) the celebrity must have global appeal and the right personality. This means that the celebrity is not only famous worldwide but appreciated and liked globally, and that they possess a personality that compliments the brand personality (Ibid.). Kate Moss for Longchamp (see picture 2) and Charlize Theron for Dior are good examples of current celebrity endorsement.

2.5 Summary of the theory frame

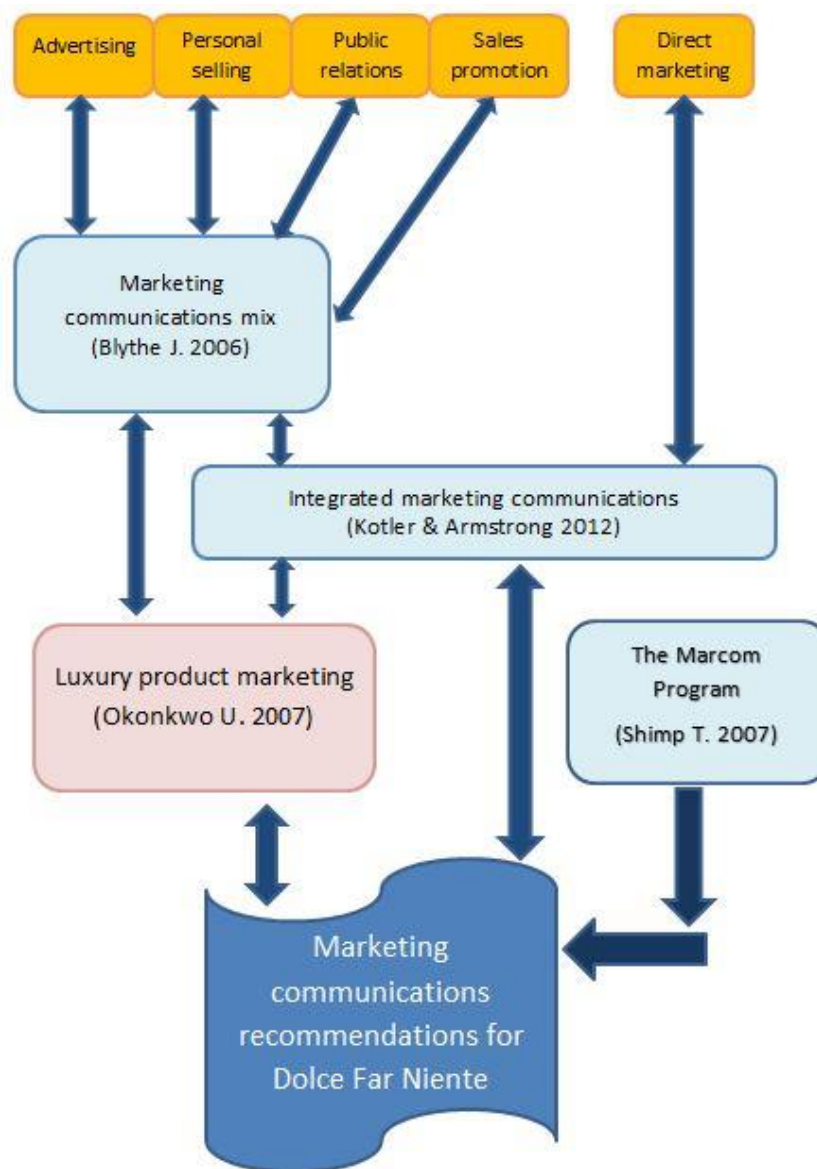


Figure 4. Key-theory frame. Inspired by Shimp (2007), Blythe (2006), Kotler and Armstrong (2012) and Okonkwo (2007)

The researcher has combined all the introduced key theories into a figure (see figure 4). The most important general frameworks are the Marcom-decisions by Shimp (2007, 17), marketing communications mix by Blythe (2006, 43) and integrated marketing communications by Kotler and Armstrong (2012, 437) combined with specific luxury product marketing theory from Okonkwo (2007). The basic idea is to use the marketing communications mix theories together with the principles of luxury product marketing to generate recommendations for Dolce Far Niente.

3 Research methods

The following chapter goes through the different forms of research selected, the research process, qualitative and quantitative research, primary and secondary data collection methods, the informants for the research and it includes evaluation of the reliability and validity of the data. The objectives of the survey and the interviews are to get acquainted with the current marketing communications of DFN and to point out the differences between the current and the preferred marketing communications mix.

3.1 Research process

The research was done in three parts. Theory was gathered from different marketing communications- and luxury product promotion books in order to create a good theoretical framework to support the study. Following was quantitative research in the form of a computer-administered survey to collect information about the awareness of the brand of DFN, their potential clients' interests in purchasing hand-made leather bags and about their marketing communications preferences. Qualitative research was done in two stages and in the form of interviews. The first interviews were held with the owner and employee of DFN. Secondly a group of interviews were held with women who fit the target customer group.

The interviews went more into depth compared to the surveys and very specific information about the customer's thoughts and possible ideas was collected. The researcher decided to combine both quantitative and qualitative research in order to get a more comprehensive picture of the market. Quantitative research offered quick and computerized info which was therefore less prone to errors. Qualitative research made it possible to interact with the respondents and collect data on matters not covered by the survey. In a way qualitative research patches possible gaps left unanswered by quantitative data, and it makes the study more profound.

All the gathered material was analyzed and the results were analyzed together with the collected theory. The final recommendations to the owners of DFN derive from the research findings. The result is not anything definite and it has been stated that the

owners may use the collected information and the results to the extent that they are interested.

3.2 Primary and secondary data

Primary data is information gathered by the researcher for the project specifically (Burns & Bush 2010, 174). Primary data for this research was the information gathered from the interviews and surveys that were performed. Everything that was discussed during the interviews was written down in order to analyse the answers afterwards.

Secondary data is information that has been previously gathered by someone else than the researcher for other purposes (Burns & Bush 2010, 174). In this case secondary data means information and theory collected from marketing communications theory books such as “Principles of Marketing” by Philip Kotler and Gary Armstrong (2012), and “Luxury Online. Styles, Systems, Strategies” by Uché Okonkwo (2010). Internet-based information was also used as secondary data. Caution and judgement were exercised while analyzing the reliability of Internet sources.

3.3 Sampling

Convenience sampling was used in selecting the respondents both for the interviews and for the survey. It is one form of non-probability sampling in which the selection of the sample is not random thus it might not realistically represent the population (Burns & Bush 2010, 380). Convenience sampling may be somewhat risky since it “may misrepresent the population” that is being studied because the samples are “drawn at the convenience of the interviewer” (Burns and Bush 2010, 380). It was crucial to make sure that the informants fit the target customer group of DFN; they had to be women aged 30-55 who have reasonable purchasing power. The sample size for the interviews was very small and the interviews required some time from the informants compared to the survey. This is why family-friends and acquaintances were contacted among others as they were more likely to be able to make time to be interviewed. The sample size for the survey was larger and the survey link was distributed to different women through friends by using e-mail and Facebook.

3.4 Qualitative research

According to Burns and Bush (2010, 235) qualitative research is “collecting, analyzing, and interpreting data by observing what people do and say”. The researcher chose to do qualitative research because it offers very detailed information on the subject that is studied and “insight into consumer behaviour” (Burns & Bush 2010, 235). The objective was to answer the investigative questions and research was done in the form of interviews. The researcher met together with both owners of DFN and the employee in January 2013. Later on one of the owners and the only employee were interviewed in order to be able to answer investigative questions 1 and 3. In depth-interviews were performed with six potential customers of DFN in order to answer investigative question 2. Two sets of questions associated with the investigative questions were formed to create the skeleton for the two types of interviews. All the interviews were performed between January and March 2014.

3.4.1 Interview question set for the owner and the employee of DFN

The following questions were asked from the owner and the employee of DFN. The interviews were performed on January 29th and February 17th 2014 and the discussion was in Finnish (see attachments 2 and 3). The researcher translated the questions into English.

1. The marketing communications was partly implemented through the physical appearance of the boutique. What does this mean in the case of DFN?
2. What kind of a person is an ideal customer for DFN? Why?
3. What type of people on average most visited the boutique?
4. What was included in DFN’s marketing communications? What channels were used?
5. What type of marketing communications worked the best? Where, how?
6. What type of marketing communications did not work? Why do you think this was?
7. How much money was spent on marketing communications per month?
8. Did the performed marketing communications serve the target customer group?

9. Could you see the seasonal changes in sales? What was the best season for DFN? What kind of marketing communications was used during the best season?
10. With which magazines did you cooperate? With which magazines would you have liked to cooperate? In which magazines did you advertise?
11. Did you host events? What kind of events?
12. For which magazine-photo shoots were DFN-products used?
13. Was other social media than Facebook used? Why?
14. What kind of marketing communications was practiced during the period of the location change and opening of the new boutique?
15. Why did the operations of Dolce Far Niente end?
16. What do you think should have been done differently in order to continue with the business?
17. If another entrepreneur were to open up a similar boutique, what kind of advice would you give?
18. Imagine a situation in which money is not a problem. What kind of marketing communications would you use then? What kind of events would you host?

3.4.2 Interview question set for the customers of DFN

The following questions were asked from six potential customers of DFN. The in-depth interviews were performed in English and Finnish in March 2014.

1. How old are you?
2. Through which marketing communications channel can you be reached the best?
3. Through which marketing communications channel can you be reached the worst?
4. Do you go to fashion-, health- or beauty fairs?
5. What kind of marketing event would like to participate in?
6. What kind of service do you like? What kind of service you don't like? Please describe.
7. Do you follow any type of blogs on a regular basis? What kind?
8. Do you feel that Internet advertisements work for you? Why?
9. Do you feel that e-mail advertisements work for you? Why?
10. Do you use Twitter, Instagram or Pinterest? What do you think about them?

11. Do you read The Helsingin Sanomat-newspaper on a regular basis?
12. What is your favorite magazine? Do you subscribe magazines? If yes, what magazines?
13. Do celebrity endorsements affect your opinion on a brand or your purchasing decisions?
14. What comes to your mind about Italian leather bags? What qualities / attributes come to your mind first? What features should be highlighted in marketing communications?
15. Dolce Far Niente is a store in Helsinki selling high-quality, Italian leather bags. How would their marketing communications reach you the best?

3.5 Quantitative research

A large number of respondents answering a set of questions with predetermined options is referred to as quantitative research (Burns & Bush 2010, 235). Quantitative research was conducted in order to find out more about the marketing preferences of potential customers of DFN. A test-survey was done with 12 women in spring 2013 and they were able to give comments and improvement suggestions. The questions were finalized and the final survey was created. It was done in a form of a computer-administered questionnaire through Webropol. A computer-administered survey was selected as the method because it is fast, cost-efficient, and there is no interviewer-influence on the respondent. The questionnaire included 16 questions that were in different forms for example open-ended questions and Likert scale-questions. The survey was distributed through e-mail and Facebook to friends and friends' friends. Altogether 52 responses were collected over a time period of two weeks in April-May 2013. The questionnaire was conducted as a group-project for another Haaga-Helia course. The researcher provided the group with the research topic and was in charge of all communication with DFN. She created the questionnaire herself and holds the copyright of the survey and collected data. The data was analysed and made into graphs separately for this study.

The following questions formed the questionnaire on Webropol. The survey was in Finnish (see attachment 5). The researcher translated the questions into English.

1. How old are you?
2. How far do you live from the Helsinki city center?
3. Do you have a Facebook-account?
4. Do you follow companies on Facebook?
5. Through which channels do you hear about new stores and brands?
6. What kind of advertisements do you prefer?
7. How would you like a company to contact you?
8. How often would you like to receive promotional material from companies?
9. Do you generally accept a free customer-loyalty card if offered?
10. How important reasons are discounts, special offers, information on new products, information about events and upcoming sales and other reasons for becoming a member of a customer-loyalty-program?
11. How important are the following qualities when thinking about purchasing a new bag; price, brand, design, quality, material, weight and size?
12. How much are you willing to pay for a new leather bag?
13. Is the boutique and brand Dolce Far Niente familiar to you?
14. If Dolce Far Niente was to start a customer-loyalty-program would you be interested in joining it?
15. What kind of expectations do you have for a customer-loyalty-program?
16. Please freely give ideas for improving the marketing communications of Dolce Far Niente.

3.6 Evaluation of validity and reliability of data

Secondary data collection required precision and concentration as only the relevant information was to be gathered. It was also important to make sure that only trustworthy sources were used. Secondary data was more easily available and gathering it did not require as much personal effort as the gathering of primary data. Finding reliable information on the study topic was not difficult since the area of marketing communications has been thoroughly researched and this information was easily available. Selecting only the relevant theory was very challenging and there was constantly the risk of broadening the topic too much.

As a form of non-probability sampling; convenience sampling was used for selecting the respondents both for the survey and for the interviews. Therefore it is fundamental to realize that the research sample was drawn at the convenience of the researcher “in terms of reduced time and effort” (Burns & Bush 2010, 380.). The data was therefore easy and quick to collect through finding respondents amongst friends and acquaintances. This might affect the validity of the sample. The actual primary data collected through interviews and surveys should be treated as reliable as it is something that someone answered or said subjectively.

All different data collection methods include room for data-collection errors either from the researcher’s side or the respondents’ side. Fieldworker errors include intentional and unintentional errors caused by the interviewer, such as misunderstanding, cheating or fatigue. Personal opinions should not have an impact on the analysis of the data. Respondent errors are those caused by the respondent intentionally or unintentionally. This may result from distraction, guessing, nonresponse or misunderstanding during the research (Burns & Bush 2010, 429-430.).

Because a computer-administered questionnaire was used for the survey research, there was no pressure created by the interviewer and therefore the collected data should be error free. Still it needs to be noted that the informants’ answers may have been influenced by time-pressure created by the interviewer or lack of interest. The interviewees may have felt pressured by the interviewer which may affect their answers. Altogether six potential customer were interviewed and 49 valid survey-responses were collected. Through increasing the number of interviews and collected survey-responses the results would gain more reliability. A small sample does not necessarily illustrate the whole potential consumer group and it may not produce a comprehensive image of the situation.

4 Findings and discussion

In this following chapter the research findings will be presented so that the questionnaire data and the interview-answers are connected with the theoretical frame presented in chapter 2. The objective is to find answers to the investigative questions and further on to the research problem “how to attract new customers and retain current customers through integrated marketing communications”. The findings will be analysed and discussed one investigative question at a time.

The research was conducted in order to build a clear picture of the current marketing communications and to find out about the preferences of target customers. The objectives are to find possible gaps between the current and preferred marketing communications and to give recommendations for future actions based on the findings.

4.1 Current marketing communications

The first investigative question was about the current marketing communications of Dolce Far Niente. This question is covered with the information from the official business plan of DFN (2010) and the two in-depth interviews done with the owner and the employee combined with theory. The idea is to go through the different elements of integrated marketing communications by Blythe (2006) and Kotler and Armstrong (2012) and the luxury product promotion tools by Okonkwo (2007) that apply to the case of DFN. These elements include advertising, public relations, sales promotion, personal selling, direct marketing, online marketing and celebrity endorsement.

Dolce Far Niente is a boutique selling exquisite Italian leather bags in Helsinki. The business idea originated from Italy, where the owners visited several times and decided to bring a piece of it to Finland. The bags are handcrafted by different producers around Italy and DFN imports the bags to Finland. The boutique operates in small business premises in the center of Helsinki with a good location on Bulevardi-street.

The marketing communications of DFN start from the physical appearance of the boutique itself. As part of the public relations DFN displays its corporate identity and

brand culture through the interior design, and according to Väre (29 Jan 2014), the employee of DFN, they aimed at making DFN a brand. As described by Blythe (2006, 148) corporate identity is “the outward manifestation of the organization, a visual means of identification” and DFN seems to have managed to effectuate the brand culture visually. The boutique is small in size and it is decorated in a very minimalistic style with white walls and shelves framing the whole space. The shelves are equipped with lights that shed light on all the products. The simple pieces of furniture complement the corporate identity. Väre (29 Jan 2014) described the style as being “graphic, a little feminine, romantic and to have an old-Italo-vibe”. The exterior of the boutique cannot be influenced highly since the business premises are rented, but the window displays are carefully designed to appeal to passers-by and to look inviting and exciting. Different products are on display in the window and the window “theme” changes regularly. DFN has a logo that is consistent on the boutique window and on the bags in which purchased products are packed in. The color scheme stays the same throughout the interior; shades of cream, white and beige. In accordance with the corporate identity old Italian music from the 40s and 50s is played and customers have the chance of having a cup of espresso while they shop. The scent of coffee hovers around the space creating a very Italian atmosphere.

Everything is very elegant and high-quality, and this communicates through the products, the boutique itself as well as through the customer-service. DFN has put a real effort into the customer-service making it very personal and tailored for each customer (Martinkauppi-Vanninen, K. 17 Feb 2014.). They have also concentrated on possible reclamations helping customers in getting their bags repaired and in certain cases being willing to replace broken items with new ones. As Martinkauppi-Vanninen (17 Feb 2014.) put it: “we want to leave our customers with a positive memory”. Also creating a sense of an elegant boutique, the opening hours were set to be from 10.-11.00 am to 18.00 pm on weekdays and from 11.00 am to 15:00 pm on Saturdays.

As noted in the theory, different activities and special events hosted by a company are popular means of public relations and they help build the brand and communicate with the public. DFN has mostly concentrated on hosting different events to its customers.

There have been mostly two types of events. Evening-events have been organized in the business premises of DFN and the idea is to showcase the newest products, new models and colors of the season. Guests are treated with some sparkling drinks and small salty treats. DFN has also been a part of a few fashion shows organized together with the Finnish ex-supermodel and PR-woman Birgitta Öunap. DFN products were used to accessorize the modelled outfits. One of the shows was held in May 2012 at “Vanha Kauppakuja” in Helsinki center. DFN organized an opening ceremony when they opened their new boutique on Bulevardi. As an addition to hosting events DFN keeps in touch with different editors and reporters and sends in regular updates and press releases to keep the press tuned into what is going on. DFN does not currently have a membership-program for its customers.

DFN has practised very traditional press advertising, and their most frequently used channel has been Helsingin Sanomat-newspaper. In addition, they have been visible in Finnish Elle-, Gloria-, Anna- and Me naiset- magazines, mostly through taking part in photo-shoots in which DFN products are used as accessories. Helsingin Sanomat (HS) has generated the most positive movement in customers. After every advertisement in HS there has been a clear increase in the number of customers coming to the boutique and sales have escalated. DFN had a very short “first glimpse”- article in Anna-magazine before they opened the first boutique in 2010. The article had a small picture, the address of the boutique, opening date and a few words about the products. DFN wishes to have more visibility in the most known Finnish women’s magazines like Gloria. The trouble is that Gloria like other larger magazines uses mostly known brands in their fashion editorials and photo-shoots while DFN has yet to establish a position as a known brand in the market. Radio-advertisements were also considered to be added into the communications mix but the idea was dropped as the owners decided that their target customers could be reached through other channels.

The sales promotion that DFN performs is consumer promotion (Kotler & Armstrong 2012, 507). DFN has practised some in-store sales promotion in the form of traditional discounts and sweepstakes, and it has had a stand on Aleksanterinkatu in Helsinki during summer time. The stand has been a good way to introduce the products to tourists

and other people who wouldn't find their way to the boutique otherwise. Discounts are used to sell some old inventory when new stock arrives and when seasons change. DFN also had great discounts right before closing the boutique at WTC. They organized a sweepstake among their Facebook-followers and raffled a bag that was showcased in one of the fashion shows with Birgitta Öunap. The owners thought about taking part in different trade fairs and conventions, but this idea is yet to be executed. Fairs and conventions offer great possibilities for smaller boutiques and stores to promote their products and services to a wide audience, to interact with customers and to sell products.

As Keller (2008, 266) describes, personal selling is "face-to-face interaction with one or more prospective purchasers for the purpose of making sales". The actual sales process that takes place in the boutique is a very delicate situation in which the sales person needs to be alert, read the customers and strike at the right moment. Customers, who have left their contact information with the store, can be understood as "leads" who can be contacted with different promotional material and be allured to come to the boutique. As Martinkauppi-Vanninen (17 Feb 2014) told, they have put huge effort into the customer-service through which they wish DFN to distinguish itself from competitors. This means that each customer is treated uniquely and all their needs will try to be met. The small inventory also supports this ideology as customers can either purchase products off the shelf or order tailored bags in the models and colors their prefer. According to Blythe (2007, 43) personal selling also includes sales calls, telesales and telemarketing, but DFN does not practise any of these.

Direct marketing includes face-to-face selling, direct-mail marketing, catalogue marketing, telemarketing, direct-response television market, kiosk marketing, new digital technologies, and online marketing (Kotler & Armstrong 2012, 524). Out of these DFN practises at the moment only face-to-face selling and online marketing in the form of the web site and online store. Additionally they send regular e-mail-messages. Dolce Far Niente has regular customers and an e-mail-list for their most interested customers and followers. Customers have the possibility to leave their contact information at the boutique and promotional material is sent to these customers via e-mail.

Face-to-face selling is the most important tool DFN uses and it is the one that best compliments the brand identity.

DFN has been active in online marketing. They have a web site www.dfn.fi and an online store which operates as the sales channel during the time that the boutique is closed. The online store was the only sales channel during the move into new business premises. As Liljeroos (translated, 2013) stated: an own web site is the cornerstone of Internet-marketing. It is amongst the first things that come to mind when thinking about online marketing. A web site is effective in reaching a vast group people at the same time and it can be used as an interactive medium to communicate with customers. It offers customers information and pictures and helps create brand awareness. The online store is a channel for ordering and purchasing products while the physical store is closed. It also provides a possibility for the customers who are not able to visit the store themselves because of for example long geographical distances. In addition DFN has tried some individual banner-ads on web sites, but they have not showed any effect on the business

DFN has not been highly active in using social media as a means of marketing communications. Facebook has been the only channel used until now and Dolce Far Niente has its own official Facebook-page. According to Martinkauppi-Vanninen (17 Feb 2014.) Facebook was selected to be used as it was the most known social media channel for the owners themselves, but they have had some doubts about Facebook being a good channel to reach their target customers. They still want to be present in Facebook as it provides a possibility to reach customers past the targeted consumer-group. The page contains all the contact information, pictures of products and the link to the official web site and online store and it is updated with new photos and promotional material every now and then.



Picture 3. A collage posted on DFN Facebook-page. “Klassikot” by Jenni Väre

The employee Väre creates different collages including the newest seasonal trends together with pictures of DFN bags to provide a link between the bags and current fashion movement (see picture 3) and these collages are posted on the Facebook-page. Though Facebook is currently the only social media channel in use, DFN has tried expanded into blogging. Some bloggers have been contacted and a few have agreed on mentioning DFN in their blog-posts.

In terms of luxury product promotion, the best suited promotional tools are advertising, direct marketing, personal selling, public relations and sponsorships (Okonkwo 2007, 145). Since the company is relatively small and has limited means, there are restrictions on how far these promotional tools can be used. DFN uses all these tools except for sponsorships. It is also present in the Internet. The possibilities of celebrity endorsement are yet to be studied though they have been tried out to a certain extent with the fashion shows. Finnish models and publicly known people like Noora Hau-

takangas and Kalle Kuvaja modelled in the fashion show that was organized with Birgitta Öunap. The most important thing when it comes to luxury product promotion is that the traits that separate the products from others are highlighted and that the brand's essence is communicated (Okonkwo 2007, 145). This is something that DFN still needs to concentrate on.

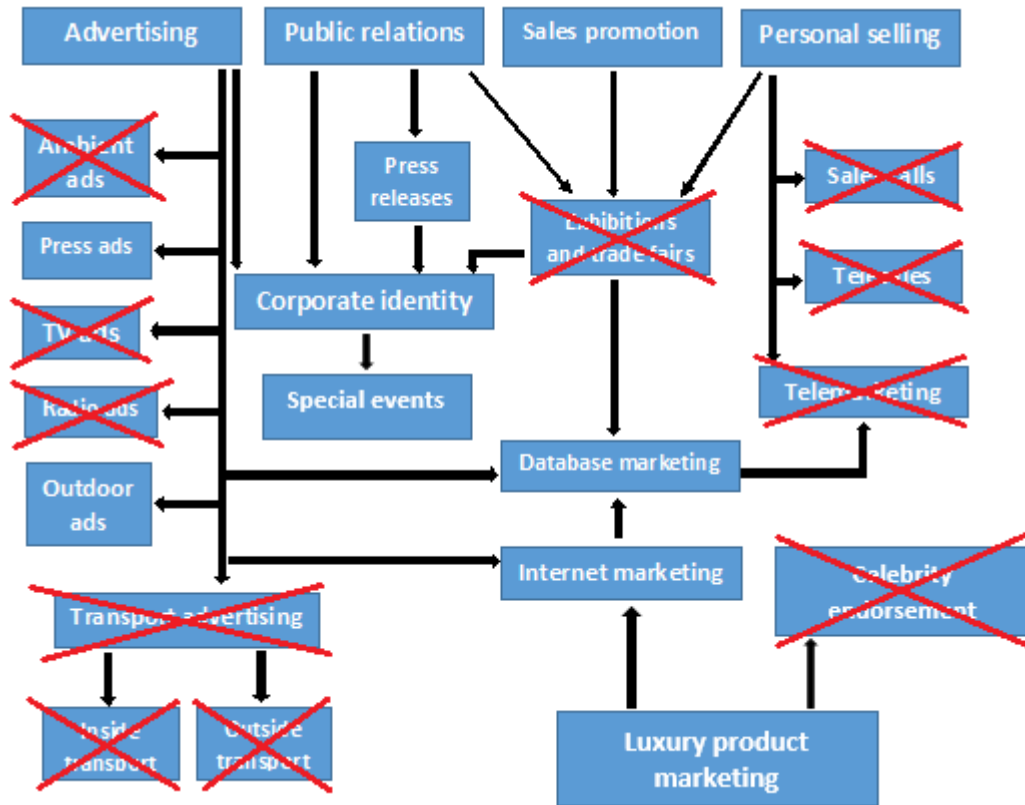


Figure 5. The current marketing communications of Dolce Far Niente. Inspired by the Taxonomy of marketing communications by Blythe (2006, 43)

Figure 5 illustrates the current marketing communications mix of DFN in a very simplified model. It is based on Blythe's (2006, 43) taxonomy of marketing communications, but the researcher has added some elements suited for especially DFN. As mentioned, DFN advertises in Helsingin Sanomat and in a few different women's magazines. On top of this their advertisements and signs outdoors in front of the boutique can be understood as one type of outdoor advertising. Press releases sent to editors and small events represent public relations that DFN implements, and these help build the corporate identity. DFN is present online through Facebook, the official web site and online store. Currently they have a small database including e-mail addresses of

interested customers and updates and other promotional material is sent regularly. Personal selling in the sales process is the most important element of the communications mix. The red crosses in figure 5 show that there is still plenty of marketing communications channels that have not yet been exploited, but it is important to keep in mind the restrictions of a small business.

4.2 Marketing communications preferences of target customers

The second investigative question is about the preferred marketing communications of the target customers. The objective was to find out what are the ways of communicating with them the best. The answer is built from all the data collected from the surveys and the in-depth individual interviews.

The target customer is a trendy female aged 30-55 that has moderate purchasing power. They have a financial situation that allows them to buy 2-3 new bags a year, but they are not interested in purchasing popular and highly-branded designer bags that cost a fortune. According to Väre (29 Jan 2014) “an ideal customer is one that purchases three bags at a time”. In reality the ideal customer is a woman who has an established style, who knows who they are, and recognizes trends, but who is not willing to spend a fortune on a bag; someone who can appreciate the good balance between price and quality”.

The first question in the questionnaire was about the age of respondents and it was asked in the beginning to determine whether or not the respondent’s answers were valid for the research as the aim was that all respondents fit the target group of DFN; age 30-55. There were altogether 52 responses. The results showed that 14 respondents were 30-34 years old, 7 respondents were 35-39 years old, 5 respondents were 40-44 years old, 15 respondents were 45-49 years old, and 8 respondents were 50-54 years old (see attachment 6 graph 1). Three responses needed to be cut out of the questionnaire data as the respondents did not fit the target-age-group. The women interviewed individually were in the age group as well and their ages were 31, 34, 41, 43, 47 and 50 (see attachment 4).

Regarding public relations, which is a means of “establishing mutual understanding between an organization and its publics” (Institute of Public Relations 1984), questions 9-10 and 13-15 were asked in the questionnaire (see attachment 5). Questions 9 and 10 in the questionnaire were about customer-loyalty-programs and customers’ willingness to join these programs. A membership-program is a tool for engaging customers and generally it seems that consumers are quite accepting of them as 49 percent of questionnaire respondents said that they generally accept a free customer loyalty –card and only 2 percent refuse to take them (see attachment 6 graph 8). Customer loyalty-programs are quite popular amongst retailers and they are a good database and channel to keep in touch with customers. Loyalty customers often get regular discounts on products and promotional material and information via e-mail before other customers. When asked, the survey respondents answered that the most important reason for joining a customer membership program was to get sales discounts and different sales offers (see attachment 6 graph 9).

Customer membership-programs are just one part of public relations. Amongst others it is about the interior and exterior design of the business, sponsorships, training, press- and TV functions and special events. Events are a good way of interacting with customers. The interviewees were asked if they would be interested in participating in marketing events, and if so, what type of events. Five out of six said that they would participate; moreover they would like to hear about the products and get a chance to try them. They liked the idea of an evening event with some luxury, perhaps some sparkling drinks and discount prices on the products (see attachment 4).

Advertising is a big part of marketing communications. The survey respondents were asked which advertisements reach them the best and through which channels they hear about new stores and brands. Based on the collected data, the best channels to reach these women seem to be other people, TV-commercials and Internet-advertisements. Moreover Facebook-advertising, magazines and newspapers represent highly potential channels to reach the consumers (see attachment 6 graph 4). Additionally the interviews insinuate that Internet-advertising and promotional e-mails may work well in some cases, since the customer can choose what to read and what to pay attention to.

On the other hand based on the survey data, it seems that blogs and brochures rarely work. Three out of six interviewees shared that they feel that telesales and marketing phone calls are the worst way of trying to reach them, but women's magazines and TV were mentioned as well. All this would indicate that out of the subgroups (see figure 3) that Blythe (2006, 43) describes, press ads and Internet-advertising work the best.

As the survey results showed, magazine and newspaper advertising work quite well in reaching target customers. Therefore a question regarding reading newspapers and magazines was asked. Three of the interviewed women admitted to reading Helsingin Sanomat though only one of them said that they read it daily. Two of the women said they don't read Helsingin Sanomat due to lack of time or they choose to read their local paper instead. Most of the women read different papers or magazines relating to their work or sports. They mentioned that they read Kauppalehti-paper, and FIT-, KuntoPlus-, Hevoset ja Ratsastus-, Apu-, Anna-, Me Naiset-, Suomen Kuvalehti- and Marie Claire France- magazines. The respondents were also asked to evaluate what kind of advertisements they prefer. The results indicate that they like simple, colorful and informative advertisements that have more pictures and less text. The advertisements should not be too mysterious or decorative and respondents prefer pictures over text. Asymmetrical design was preferred over symmetrical and black and white ads were not much appreciated (see attachment 6 graph 5).

In order to engage customers, increase brand awareness and -recognition and establish a strong brand position, advertising and other marketing communications activities need to be frequent. Question 8 in the survey asked how often target customers would want to be contacted in promotional matters. The result was that no one wanted to be contacted every day and a contact once a month was the most preferred option with 20 percent of all 49 respondents choosing it (see attachment 6 graph 7). 18 percent of all respondents were willing to be contacted once a week. Less frequently than every six months was not an option that anyone preferred. Positively no one answered that they do not want to receive promotional material at all but for an unexplainable reason 42 percent of all survey respondents decided not to answer the question.

Trade fairs are a part of consumer-, trade- and business promotions (Kotler & Armstrong 2012, 511). They are a good opportunity for businesses to promote their products and services to a wide audience and they can target people outside their target groups. Four out of six interviewees said that they go to fairs when possible, and one of the women said that the best way of DFN to reach her would be through a fair since it would offer a possibility to explore the products in person.

Face-to-face interaction with the consumer is a very important tool in the marketing communications of a small boutique. The process of personal selling is very expensive and it has multiple steps. It all comes down to actual sales situation where the customer needs to be asserted that the product, in this case the DFN-bag, is something that they need. The customer-service of DFN has been a focus for the owners and the employee, and this is why the interviewees were asked about the kind of service they like and don't like. Disliking pushy salespeople came up in every answer. The women shared that they like to be treated as individuals with friendliness and without being judged. The sales person should be professional, have good manners, know the products they are selling and show the customer that they are there for the customer when needed (see attachment 4).

In addition to face-to-face selling, DFN practices direct-mail marketing and online marketing as forms of direct marketing (Kotler & Armstrong 2012, 524). As found out in the survey, sending e-mails is a good way of reaching the target customers although the interviews point out that promotional e-mails are often deleted without reading. At the same time they give the consumer the opportunity to choose whether or not they want to read the e-mail. Four out of six interviewees also find Internet-advertising a good alternative as it is flexible.

Regarding the use of social media the third question in the questionnaire was "do you have a Facebook-account" and all of the 49 respondents had an account. On the other hand only 31 percent of the respondents said that they actually follow companies on Facebook (see attachment 6 graph 3). Based on the individual interviews, women who fit the target group did not use other social media channels such as Twitter, Instagram

or Pinterest. Blogging was not too popular either as only three out of the six interviewees admitted following a blog on a regular basis.

Most luxury brands use similar marketing communications as any other company to promote their products. Celebrity endorsement is one repeatedly used promotional tool for luxury products although its use has increased for other products. According to Okonkwo (2007, 157-158) celebrity endorsement is used to “convince customers of the credibility of the brand’s offerings”. The interviewees were asked about celebrity endorsement and how it affects their opinions on brands and their purchasing decisions. Three of the women said that it does not affect them and the reasons were that they don’t care about such things, they only buy when they need something, and they like to think of themselves as independent. Two of the women said that it does affect them.

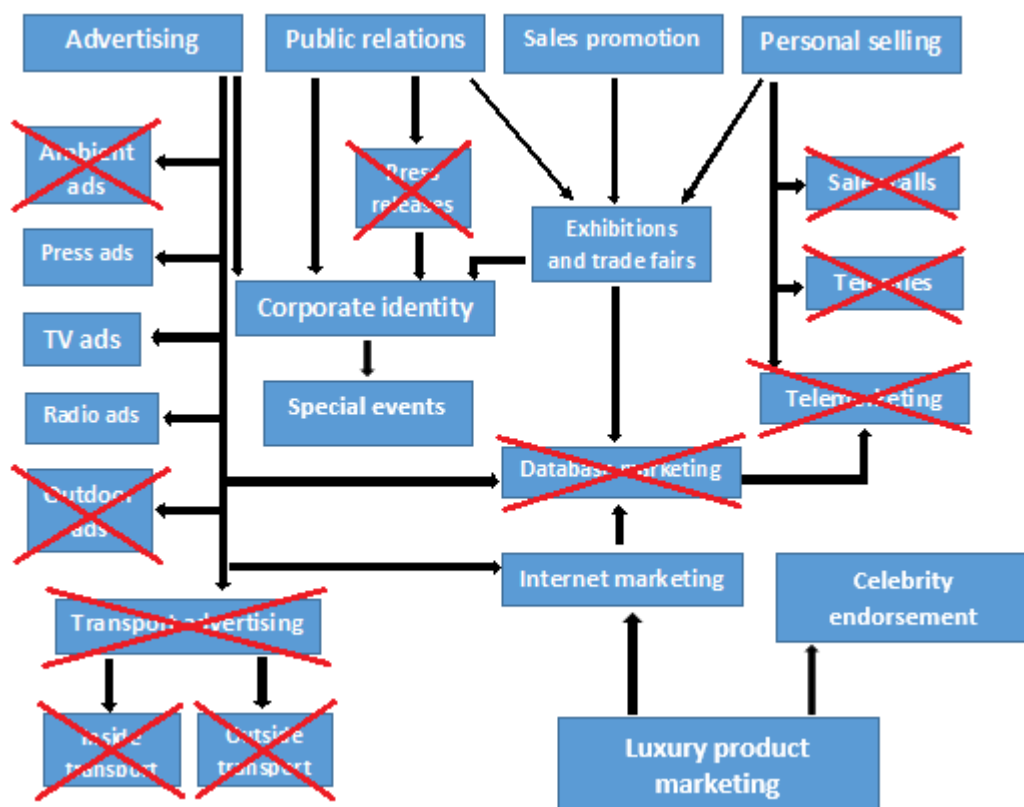


Figure 6. Preferred marketing communications of the target customers. Inspired by the Taxonomy of marketing communications by Blythe (2006, 43)

Figure 6 illustrates the marketing communications that the women, who were a part of the research, prefer. It is based on Blythe's (2006, 43) taxonomy of marketing communications and figure 6 includes the elements that were selected based on the data collected from the interviews and surveys. Based on this data it seems that the target group prefers TV- and radio-advertising, and press ads in magazines and newspapers. They value professional customer-service and are willing to participate in different events that companies may organize. Trade fairs act as a good way to create brand awareness and get acquainted with customers and other entrepreneurs. The target customers shared that they sometimes go to fairs and would like to be able to familiarize themselves with the products. The Internet is a large communications channel with several different options. It seems that in this case the customers would prefer Facebook-advertising as it is the social media channel that they most often use, as well as Internet-based advertising and promotional e-mailing to a certain extent. Though the target customers may age-wise be in a stage that they are not influenced by changing trends and styles, the research indicates that celebrity endorsement does work in some cases. Thus it has been included in the taxonomy.

4.3 Differences between current and preferred marketing communications

The third investigative question is about the differences that exist between the current marketing communications of DFN and the preferred marketing communications of its current and potential customers. The objective of this question is to point out the differences that are separating the customers from DFN and try to find solutions to fill these gaps. These differentiating factors will try to be found by comparing the findings of investigative questions 1 and 2 presented in the preceding sub-chapters.

Table 1. Differences between current marketing communications of Dolce Far Niente and preferred marketing communications of customers

Current marketing communications	Preferred marketing communications
Promotional channels	
Advertising in Helsingin Sanomat and magazines	First preferences are other people, TV and radio, Facebook-, magazines and newspapers come in second.
Promotional e-mails	51% of survey respondents prefer it over mail-, phone- and text message- contact. 41% of survey respondents wish not to be contacted by a company.

Facebook-presence	All 49 survey respondents plus 6 interviewees present in Facebook. 31% of survey respondents do not follow companies on Facebook.
Event-hosting and Fashion show-participation	Approximately 20% of survey respondents had heard of DFN before, but had not visited the boutique, while close to 80% were not familiar with it at all.
Advertising	
Advertising in Helsingin Sanomat- newspaper	Respondents read it- but also in digital form. Read also local newspapers.
Advertisements in Anna-, Gloria-, Elle- and Me Naiset-magazines	Respondents read FIT-, Apu-, Anna-, Suomen Kuvalehti-, Me Naiset- and Marie Claire-magazines among others.
No TV-or radio-advertising	Up to 90% of survey respondents can be reached through TV-commercials often or sometimes.
No active Facebook-advertising	80% of survey respondents can be often or sometimes reached through Facebook-advertising.
Public relations	
No customer-membership-program	49% of respondents generally accept a free card and join. 80% of respondents did not answer to the question of joining DFN-membership-program since they are not familiar with the brand.
Has organized a few events for customers	Five out of six interviewees would be likely to come to an event. They would like sparkling drinks, something to eat, to see the products and to get discount-prices.
Sales promotion	
No participation at fairs	Three out of six interviewees participate in different beauty-, fashion- and health-fairs when possible.
Direct marketing	
E-mail sent for promotional purposes	Four interviewees out of six consider e-mail not to work. It was considered as "junk-mail".
Online and Social media	
No active Internet-advertising	Approximately 85% of survey respondents can be reached often or sometimes through the Internet.
Web site and Online-store	Almost 80% of survey respondents say that they are not familiar with DFN at all.
Has been mentioned in blogs	Three out of six interviewees admit to following a blog on a regular basis- most from their field of business or sports.
Luxury product promotion	
No celebrity endorsement if fashion show does not count	Two out of six interviewees say that celebrity endorsement may affect them. The effect was said to be both positive and negative.

There are some differences to be noted in the current marketing communications of DFN and the preferred marketing communications of customers. Some of these differences can be explained through the size of the company and scarce time- and financial resources that are available. Still there are some factors that can be influenced. Based on the survey results and the interviews, it was found out that the target customer of DFN prefer to hear about new brands and products through other people and find TV- and radio, Internet- and Facebook-advertisements effective. DFN on the other hand has focused on advertising in Helsingin Sanomat- newspaper and women's magazines such as Anna-, Gloria-, Elle- and Me Naiset. These channels have worked

to some extent. The interviewees admit to reading Helsingin Sanomat, but they mention that they often read it in digital form preferring it to the paper version. They also shared that amongst others, they read FIT-, Apu-, Anna-, Suomen Kuvalehti-, Me Naiset- and Marie Claire-magazines.

Celebrity endorsements are an additional promotional tool mostly used in the promotion of luxury goods (Okonkwo 2007). DFN has not used celebrity endorsements as such though their products can be understood as luxury according to the definition that a luxury product is something that is “desirable and more than necessary and ordinary” (Heine 2011). The fashion show that DFN organized together with Birgitta Öunap in May 2012 at Vanha Kauppakuja in Helsinki had Finnish models and local celebrities walking in it, but it is the only form of celebrity endorsement that has been used. Two out of the six interviewees said that they are affected by the use of celebrities in advertising both in a positive and a negative manner.

DFN has collected a list of their customers’ e-mail addresses and they use the addresses to send promotional material. As 51 percent of survey respondents say that they prefer e-mail contact over traditional mail-, phone- and text message-contact, it is a viable promotional tool to use (see attachment 6 graph 6), but four out of six interviewees feel that e-mail does not work for them and it is often treated as spam. 41 percent of survey respondents wish not to be contacted by a company at all (see attachment 6 graph 6).

DFN is present in Facebook and the page is regularly updated with information and pictures. This is a good choice as the survey and interviews point out that all the women who have been part of this research have a Facebook-account and 69 percent of all survey respondents share that they follow companies on Facebook (see attachment 6 graph 3). DFN has tried advertisements online and in Facebook, but they have not become a regular means for communication though research shows that there is potential. Moreover 85 percent of survey respondents say that they can be often or sometimes reached through the Internet and 80 percent through Facebook (see attachment 6 graph 4). The popularity of blogging about different topics has increased in the past

years and DFN has also tried to enter the blog-world. It has been in contact with some bloggers. Therefore blogging was one topic that was touched in the interviews and three out of the six interviewees said that they follow different blogs on a regular basis.

A big problem that has emerged through research findings is that DFN is not familiar to women inside the target group though the sample size in this research is small. Though Dolce Far Niente has put great effort into creating a corporate identity with the help of the boutique and its interior design, only approximately 20 percent of all survey respondents had heard of it before, and no one had visited or shopped in the boutique (see attachment 6 graph 12). One of the six interviewees had heard about the boutique before, but it was not through advertising. Up to 80 percent of the survey respondents were not familiar with DFN at all. Therefore it does not help that DFN has a web site and an online store, and the first demand that the company has is to create awareness amongst its potential customers. To create awareness and to help consumers start to recognize the brand participation in different fairs and more frequent event-hosting might be in place. DFN has not participated in fairs and special events so far although three out of six interviewees say that they go to different beauty- and fashion fairs when possible. DFN has organized a few events for its customers and they might consider taking special event into their regular marketing communications repertoire as five out of six interviewees said that they would participate in such events.

DFN does not currently have an operating customer-loyalty or membership-program. The questionnaire included questions regarding consumers' interests in such a program and the answers were quite diffused. 80 percent of the survey respondents did not answer the question regarding joining a membership-program of DFN (see attachment 6 graph 13). This is explained by the answers of question 13 in the survey (see attachment 5 question 13) which shows that these same respondents are not familiar with DFN. 49 percent of the respondents said that they would accept a free customer-loyalty card and their biggest motive was to receive discounts and special offers (see attachment 6 graph 9).

4.4 Designing of IMC in order to reach target customers

The final investigative question is the culmination of all the previously presented results. The question is how to design the integrated marketing communications of a luxury product in order to reach the target customers. The question will be answered based on the differences found through investigative question 3. The objective is to give ideas and suggestions to the owners of DFN in order to improve marketing communications. The research has strongly indicated that DFN has yet to establish a position as a known brand in the Finnish market. The current marketing communications have been successful in the scale that they have been implemented in though much more needs to be done. As figure 7 illustrates there are some differences in the current and preferred marketing communications, and in order to reach target customers more effectively, these gaps need to be filled.

Surprisingly the survey results show that other people are actually the best means of marketing communications, as all 49 respondents answered that they mostly hear about new stores and brands through other people (see attachment 6 graph 4). Thus making a good impression on someone will surely be shared with others and it contributes to positive promotion. Unfortunately the same happens when a customer receives bad service. The grapevine is a tool that DFN could try to benefit from more and as an example organizing a friend-campaign is one idea. "Bring your friend with you to shop at DFN and you will receive a 10 percent discount on new arrivals" could be a catchy phrase to use, and the campaign could be running for example every Saturday as it is a free day from work for most women. Being visible in the Helsinki-scene and participating in every marketing opportunity, event or gathering of people is vitally important.

A membership-program is something that DFN does not carry out. Still it is something that the target customers are willing to participate in as 49 percent of survey respondents are willing to accept a free customer-loyalty-card (see attachment 6 graph 8). The biggest reason for this is sales discounts and special offers. As a membership-program supports the brand identity and helps build a customer-database, it is recommendable that DFN try it in order to find out if it works beneficially for the business. The respondents of the survey shared that they would like to be contacted once a week or

once a month and preferably via e-mail. 51 percent of survey respondents preferred e-mail contact over other options. Based on this knowledge and by using customer-data collected through a membership-program, the recommendation is that direct marketing in the form of e-mails and a newsletter (Kotler & Armstrong 2012, 525) take place on a weekly or monthly basis. Through using customer-data collected from the customers with their permission, it is possible to decrease the number of customers deleting the promotional e-mails right away. The newsletter could include the newest trends showcased by different designers, the trendiest colors of the season and product pictures of the Dolce Far Niente-bags that match the current trends. A nice personal touch would be greetings from the owners and a few words about what is going on. In order to increase sales discount vouchers can be attached to the e-mails, for example: "Get 10 percent of the trendiest bag of the month by presenting this voucher". A supporting idea is to ask customers to vote for the trendiest bag of the month every month through the Facebook-page or physically at the boutique.

Based on the collected data TV-commercials represent a highly potential channel to reach the target customers of Dolce Far Niente (see attachment 6 graph 4). On the contrary TV-commercials are very expensive and as a small company, it is questionable whether or not DFN has the financial resources that going into TV require. Moreover TV-advertising does not necessarily fit the corporate identity of the company and in terms of luxury product marketing, Dolce & Gabbana and Longchamp, Hermes and Prada are not seen promoting in TV. Thus the researcher would exclude the usage of TV-advertising from the recommendations. As one the owners Martinkauppi-Vanninen (17 Feb 2014) told, they have considered making a radio-advertisement, but they have not executed the idea as they feel that their target customers can be reached via other means. Although radio reaches several people at a time and it is not as expensive as TV-commercials, the researcher sees more potential communications channels available. Thus going on air is not among recommendations. The reasoning behind this is that radio-advertisements are hard to target at a specific group of people and like TV-advertisements, they do not compliment the corporate identity of DFN.

Helsingin Sanomat- newspaper has the most readers in Finland with over two million people reading the paper either as a paper-version or in a digital form (translated from Luukka 2014). This insinuates that DFN has chosen correctly when advertising in HS-newspaper. The results of the interviews strengthen this believe as three out of the six interviewees shared that they read Helsingin Sanomat. A recommendation to DFN at this point would be to continue with HS-advertising within the limits of the financial resources and the aim would be to try to advertise more frequently. A possibly more inexpensive alternative would be to start advertising in local newspapers as one of the interviewees indicated as she preferred to read the newspaper of her area over HS. Although DFN is physically in Helsinki, the online store serves those who live in other parts of Finland. According to Eskelinen (translated, 2013) the largest cities in Finland are Helsinki, Espoo, Oulu, Tampere, Turku and Vantaa, and the local newspapers of these cities could be targeted. These include newspapers like the Hufvudstadsbladet, Kaleva, Aamulehti, Vantaan Sanomat and Turun Sanomat, and additional advertising space could be bought in Keski-Uusimaa- and Keski-suomalainen-newspapers. Moreover, it would highly beneficial not only focus on the press-advertising, but target digital newspapers as well as the interviewees shared that they follow HS also in digital form.

Magazine-advertising came up several times in the interviews and in the questionnaire data as a positive means to try and reach the target customers. This indicates that there is potential in focusing more on different women's magazines. Until now DFN has only worked with the magazines Anna, Elle, Gloria and Me Naiset. There are several more options that have not been tried yet. For example a newly launched magazine called Evita is published 10 times a year and it concentrates on a variety of topics such as health, food, beautiful things and shopping. Eeva- and Olivia-magazines are published 12 times a year and their topics vary from people, love, culture, beauty, make-up, fashion, food, and travelling. Especially Olivia-magazine is targeted at mentally thirty-something year old city-women who live their life with a fast pace. Cosmopolitan-magazine is targeted at somewhat younger women, but it can be considered as an advertising-option. The covered topics are style, fashion, relationships, health and leisure among others (translated from Parhaat Lehdet 2014.). It is a viable alternative for reaching women who are past the target-age group. Other magazines-options for

press-advertising are ET-magazine which is aimed at older consumers and Kodin Kuvallehti.

As a Facebook-presence has already been established it would be good to stay active. In addition to the Facebook-page DFN should venture in Facebook-advertising which it has already tried once. According to the collected data 80 percent of survey respondents hear about new stores and brands through Facebook (see attachment 6 graph 4), and two out of six interviewees say that it is channel for especially DFN marketing communications to reach them the best. Regarding activity on the Facebook-page, a suggestion is to post questions, information, trend-updates, pictures and collages frequently and consider different monthly raffles and votes.

The popularity of Internet-advertising came up during the research (see attachment 4 and attachment 6 graph 4) which is the reason why DFN should focus on becoming more visible online and consider for example search engine optimization and – advertising. Supporting this recommendation Statistics Finland (2013) shows that the use of Internet-advertising grew the most in the 21st century out of all electronic media with a growth of 10 percent. Revenue generated by electronic media grew by 2,4 percent between 2011 and 2012 (Statistics Finland 2013). As a recommendation, DFN should look into the option of search engine advertising and using Google for it as Google is the most used search engine in Finland. Search engine optimization would support the use of the DFN-web site as a communications channel since it increases traffic to the web site and it is practically free of charge. (Translated from Liljeroos 2013.)

Dolce Far Niente has not participated at any fairs. Though fairs can cut a large slice from the marketing communications budget, they also bring publicity, visibility and can help create brand awareness and contribute to interaction with consumers. Therefore the researcher encourages DFN to actively participate in annual beauty- and fashion fairs and additionally participate in wedding-themed fairs around Finland. Taking part in fairs can help build the brand in the desired direction. For example, taking part in beauty- and fashion fairs would present DFN to the right people. Trade fairs offer a

possibility to not only meet customers but to network with other entrepreneurs and possible trendsetters. The fashion industry evolves highly around networking and social ties. Thus it is important to create lasting relationships with different entrepreneurs, editors, designers, stylists and models in order to make deals and be booked for photo-shoots for magazines. DFN has already been visible in some blogs but on a very small scale. Networking in the blog-world is also suggested and DFN could try sponsorship in the form of donating a bag to a known blogger in order for them to include it in their style and present it in their style posts.

DFN has been a part of some editorial photo-shoots in which its products have been used as accessories; however the products have not been the main focus of the photo-shoot. As something that has not yet been tried out, the researcher suggests that DFN contact different companies working in the Finnish fashion industry such as the Fashion Model Agency that operates in Helsinki. They act as agents between different clients and models and could help DFN to get their products to be photographed in different campaigns and editorials. Moreover the researcher highly recommends contacting the most know Finnish stylists such as Outi Broux, Teri Nütti, Marja Brink, Mika Ihamäki and Janne Pykälä as they can have major influence on how a brand is perceived in the market. They work together with and style Finnish celebrities and other highly visible people like politicians and government officials and can help DFN get the visibility that it needs and increase brand recognition. The best celebrities in this case would be people who have a good reputation and who are recognized for their good taste and sense of style, for example Anne Kukkohovi, Jaana Pelkonen and Jenni Vartiainen. This type of celebrity endorsement will increase the credibility of the brand and differentiate it from competitors (Okonkwo 2007).

Something that has not yet been covered, but which is highly important is the required focus on highlighting the “Italian” in the products. In communicating the luxury products to the market, the focus needs to be on the brand prestige, brand culture, and brand heritage. The interviewees were asked about their visions of Italian leather bags and the traits that come to their minds first (see attachment 4). They mentioned traits like handmade, long-lasting, always fashionable, luxurious, beautiful, softness, good

scent, and elegant, classic and timeless design. The interviewees also thought that the bags may be expensive and that they are of good quality. One of the interviewed women said that “you get good quality for your money”. All of these attributes should come through to the consumers through the marketing communications mix.

5 Conclusion

This research was done for a limited liability company Triton Oy and its brand Dolce Far Niente in order to improve the effectiveness of marketing communications and create awareness among consumers. Broad knowledge gained from different IMC theories has been combined with data collected from the implemented survey and six in-depth interviews. Based on this information the researcher makes final conclusions on the area of topic and gives recommendations to DFN.

5.1 Key findings

The presented theory framework consisted of Marcom-decisions presented by Terence Shimp (2007, 17) and two different integrated marketing communications- mix theories by Jim Blythe (2006, 43) and Philip Kotler and Gary Armstrong (2012, 437). The Marcom-decisions consist of two types of decisions; fundamental decisions and implementation decisions. The decisions concern targeting, positioning, setting objectives, budgeting, mixing elements, creating messages, selecting media and establishing momentum. This study has focused on implementation decisions and specifically selecting proper media for DFN to utilize.

The mix of integrated marketing communications includes elements such as advertising, public relations, sales promotion, personal selling, and direct marketing. Blythe (2006, 43) has presented the elements as a taxonomy-model, which the researcher found very useful in constructing this study and interpretation of the results. Unlike Kotler and Armstrong (2012, 437) Blythe has included only four elements in his model (see figure 3); he has left direct marketing out of the mix. Still direct marketing includes subgroups such as direct-mail marketing and online marketing that the researcher finds suitable means of communications for DFN. Current sub-elements have been added into the recommended mix such as social media (Facebook), luxury product promotion (importance of brand image) and celebrity endorsement. The researcher has created a taxonomy of marketing communications recommendations for DFN utilizing all the elements associated with the marketing communications of Dolce Far Niente.

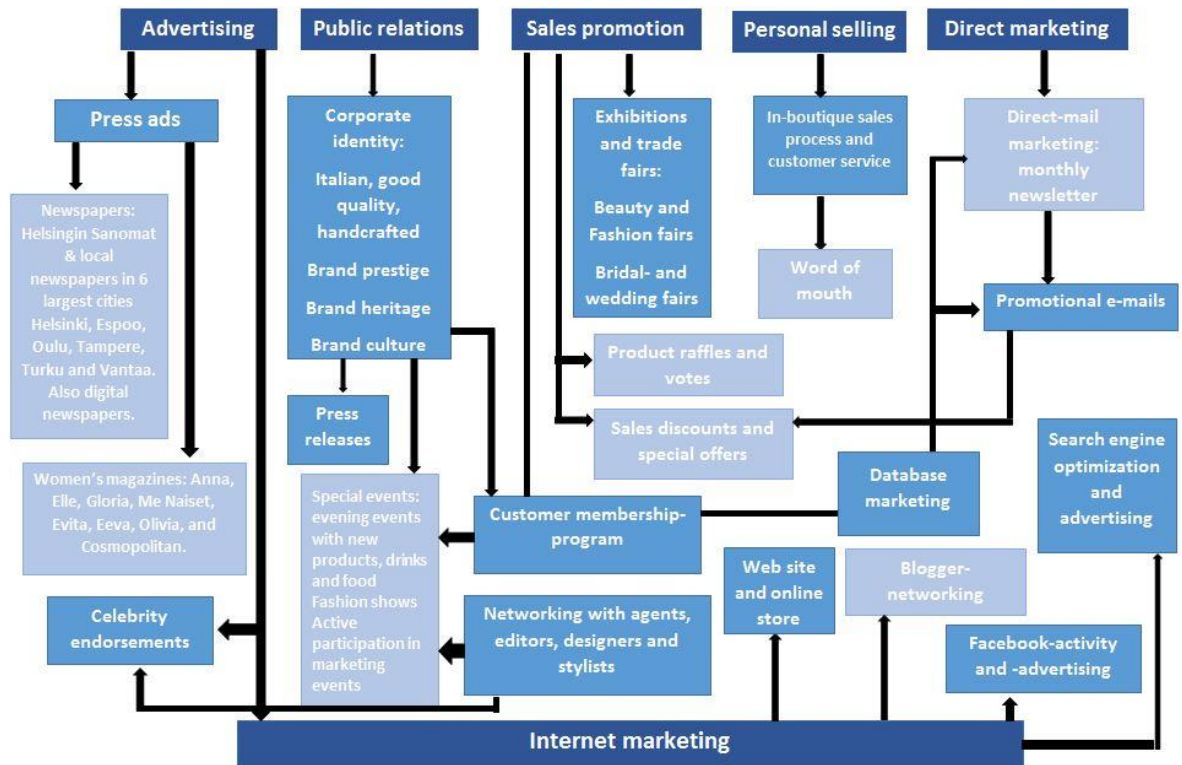


Figure 7. Recommended marketing communications mix for Dolce Far Niente. Inspired by the Taxonomy of marketing communications by Blythe (2006, 43)

Regarding the first element in Blythe’s taxonomy, advertising, the researcher recommends the following: DFN should continue advertising in Helsingin Sanomat-newspaper, but additionally start to advertise in other local newspapers. Targeting also digital forms of newspapers will increase the number of people that can be reached. In addition to advertising in newspapers, women’s magazines like Anna, Elle, Gloria, Me Naiset, Evita, Eeva, Olivia and Cosmopolitan are potential platforms, but getting advertising space in these magazines demands networking and strong relationships with different agencies, editors, fashion designers, stylists and models. Good relationships with different bloggers are also in order to be able to network and act as a sponsor. Press releases which are a form of public relations (Blythe 2006, 130) are helpful in keeping magazines and editors in the business abreast.

Concerning public relations, highlighting and communicating the brand through IMC is important. DFN should continue hosting evening events for its customers, but additionally participate in different marketing events and exploit every chance to promote the brand and increase recognition. Trade fairs, and different fashion-, beauty- and

even bridal fairs offer this possibility. Setting up a customer-membership-program is recommended and it will contribute to creating a customer-database. The interior design of the boutique should maintain consistent with the brand culture and corporate identity (Blythe 2006, 148). The in-boutique sales-process is the most important element of the communications mix and good interaction and customer-service is vital. As research indicated, word of mouth is the most important means of reaching women in the target group and the interaction in the sales-process can make or break the brand's reputation.

As a form of direct marketing (Kotler & Armstrong 2012, 524), a monthly newsletter would be sent to all customers belonging to the membership-program. Additionally they will be sent targeted promotional e-mails together with special offers, information on new products and discount vouchers. The importance of an active presence online is highlighted. The Facebook-site should be actively updated with new material and Facebook-advertising will be added into the mix. Search engine advertising and – optimization will increase traffic to the online store and DFN -web site (translated from Liljeroos 2013).

In terms of luxury product marketing, the importance of networking for Dolce Far Niente cannot be highlighted enough. It is important to create long-lasting and interactive relationships with the professionals working in the Finnish fashion industry. As Okonkwo (2007, 145) stated; advertising, direct marketing, personal selling, public relations and sponsorships are the best marketing communications tools for the promotion of luxury products. Celebrity endorsements are a current luxury product promotion trend and it is something that DFN should invest in. DFN-bags can be identified as luxury products as they are not necessities but can bring joy and satisfaction to the consumer. This needs to be held in mind when designing the Marcom-mix in order to send the right message to the consumer.

To elaborate the final recommendations for marketing communications for Dolce Far Niente, the researcher has listed the most important steps:

1. Continuously excellent customer-service contributing to positive word of mouth
2. Press advertising in Helsingin Sanomat -newspaper and other local newspapers
3. Press advertising in Anna-, Elle-, Gloria-, Me Naiset-, Evita-, Eeva-, Olivia- and Cosmopolitan-magazines
4. Special events at the boutique, fashion shows and participation at beauty- and fashion fairs
5. Setting up a customer-membership-program
6. Direct-e-mail marketing and a monthly newsletter
7. Internet-advertising and search engine optimization and –advertising
8. Advertising in HS-digital newspaper
9. Active Facebook-presence and -advertising
10. Celebrity endorsement and networking with the Fashion Model Agency in Helsinki and different stylists

5.2 Research reliability and validity

A lot of time and effort has gone into constructing the analysis and combining data from interviews and surveys with theory has been very challenging. Selecting the most important and vital information is also hard as the area of topic is so vast. Several different theories and sources have been used which can be seen as beneficial for the study. At the same time the reliability of these sources needs to be questioned. Several different books were used and the researcher feels that they are reliable. The researcher is quite satisfied in how the chosen theories form the base for and support the research though she still sees room for improvement in connecting the theory with the results and findings. Online sources on the other hand have been very carefully selected and researcher has focused on finding connections between the Internet sources and reliable books.

Regarding sampling for the research; the questionnaire and the interviews, convenience sampling was used (Burns & Bush 2010, 380). This enabled the researcher to select people for the interviews based on prior personal knowledge and contacts. This would also have made it possible to choose respondents who have a mind-set that complies the research topic. Naturally this was not the case and the researcher decided to

interview different kinds of people in order to get a valid picture of the real situation. Respondents for the questionnaire were also selected through a convenience sampling method and the survey-link was distributed through friends and acquaintances. Therefore it is not possible to calculate the response-rate of the questionnaire. Altogether eight interviews were done; six with potential customers, one in-depth interview with the owner and one with the employee of DFN. Altogether 52 responses were collected for the survey although three responses needed to be excluded from the data as the respondents did not fit the target age-group. In addition a meeting together with the owners and the employee of DFN was held. By being able to conduct more interviews, also with current customers of DFN, and by receiving more replies to the survey, the validity of the sample could be strengthened.

5.3 Limitations

When the research started in spring 2013 everything was going well for the business of DFN. They were in the process of looking for a new location for the boutique and it was a good moment to look into the marketing communications and its effectiveness. DFN found a new location on Bulevardi-street in Helsinki, but they faced a big challenge as the building went under construction. Large scaffoldings were set up and they covered one side of the building completely hiding the window and entrance of DFN. This caused the stream of clients to deteriorate. The business started suffering. Though the location was good and still quite central, it seemed that DFN-clientele did not find the boutique. It was also clear that the area, as it was not in the very center of Helsinki, did not have wondering people finding their ways into the boutique as the previous location had had. The boutique was closed in August 2013 and the online store followed sometime after that.

5.4 Further research ideas

The researcher has come up with ideas for further research and development ideas regarding the research at hand. Some of the ideas are practicable only if DFN were still in business.

While analysing the results of the questionnaire the researcher noticed that some of the questions did not necessarily contribute to the answers of the investigative questions. Therefore developing the questionnaire or going further with the research at hand would be interesting. Future research could focus on measuring and evaluating the success of the herein recommended solutions if they were to be implemented. It would be interesting to conduct a similar survey after a year of using the new marketing communications mix in order to see if something has changed, if brand recognition has improved and whether or not people are more aware of the brand's existence.

As another research idea, it would be beneficial to look at how current customers view the inventory of Dolce Far Niente. Questions about the variety of the bags, number of different designs and colors, prices, quality and overall satisfaction would be interesting to ask. The results would provide the owners of DFN with information on how to develop the inventory.

The ending of business of DFN contributed a research idea which is to do a SWOT-analysis of the market to find out whether or not there is a niche in the market for similar kinds of products. A SWOT-analysis was done before DFN started business in 2010, but as the economic situation evolves a new analysis may be in place. It might give indication on if continuing with the business in the future is possible and it could give interesting insight on the current handbag-market trends. Moreover benchmarking competitors' marketing communications mixes and their effectiveness would be helpful if DFN were to ever continue business operations.

5.5 Self-evaluation and development ideas

The research process was very long. While the research was conducted and the results were analysed new ideas for the whole topic and different questions came up. The researcher learned a lot about marketing communications as a field and its complexity. The researcher has been in doubt with whether or not this topic is coverable for one person. If the researcher were to conduct such a study in the future, a narrower topic would be chosen.

The hardest things in the research process were choosing the topic and demarcating it, planning the questionnaire and transforming the data from Webropol into understandable Excel-graphs. Keeping on track of time and getting everything done on time was surprisingly not as difficult as the researcher had feared. The researcher is glad that a commissioning company was found and that it operated in a business of interest. This helped keep up motivation to work on the topic even though the business of DFN ended during the process. The researcher learned a lot about herself as a worker and as a student. Newly found confidence in one's own talent and skills emerged during this process.

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Attachments

Attachment 1. Overlay-matrix

Research Problem	Investigative Questions (IQs)	Theoretical Framework	Measurement Questions	Results
How to attract new customers and retain current customers through integrated marketing communications?	1. What is the current marketing communications mix of Dolce Far Niente?	Taxonomy of marketing communications by Jim Blythe (2006). DFN Business Plan (2010).	Interviews with Kaisa Martin-kauppi-Vanninen and Jenni Väre.	Press ads, press releases, customer events, Facebook-site, direct-mail marketing
	2. What kind of a marketing communications mix do the target customers of Dolce Far Niente prefer?	Taxonomy of marketing communications by Jim Blythe (2006). Integrated marketing communications by Kotler and Armstrong (2012). Luxury Product Marketing by Uché Okonkwo (2007).	Survey questions 3-10. Potential customer interview-questions 2-15.	Press ads, TV- and radio-ads, special events, membership-program, trade fairs, Internet- and Facebook advertising, good customer-service in sales process
	3. What kinds of differences exist between the current marketing communications of Dolce Far Niente and the preferred marketing communications of the target customers?	Luxury Product Marketing by Uché Okonkwo (2007).	Survey question 13. Potential customer interview-questions 2-15.	Targeting of press ads, no fair-participation, no membership-program, no TV- and radio-ads, Facebook- and Internet ads very effective, no blog-presence, no celebrity endorsement
	4. How to design the integrated marketing communications in order to reach the target customers?	Taxonomy of marketing communications by Jim Blythe (2006). Integrated marketing communications by Kotler and Armstrong (2012). The Marcom-decisions by Terence A. Shimp (2007). Luxury Product Marketing by Uché Okonkwo (2007).	Interviews with Kaisa Martin-kauppi-Vanninen and Jenni Väre. Survey questions 14-16. Potential customer interview-questions 2-15.	Press ad targeting, celebrity endorsement, press releases, special events, fairs, membership-program, database-marketing, direct-mail marketing, blogger- and fashion professional-networking, Internet-ads

Attachment 2. Interview with Kaisa Martinkauppi-Vanninen 17.02.2014

1. Mitä tarkoitetaan sillä, että markkinointia toteutetaan liikkeellä itsellään?

WTC:n liike tehtiin suurella hartaudella. Liikkeen idea näkyi kaikessa, esimerkiksi italiaan yhdistettävät teemat ikkunasomistuksessa, jota vaihdettiin parin kuukauden välein, ja joka sai paljon positiivista palautetta. Ikkunateeman vaihtaminen väheni jossain vaiheessa, kun aika ei riittänyt kaikkeen. Liikkeessä soitettiin ”vanhaa Italo-iskelmää 40 -50-luvulta”. Tarjoilimme espressoja, ja sen tuoma tuoksu leijaili liikkeessä ja lisäsi italialaista tunnelmaa. Meillä oli myös sohva asiakkaille istumista varten. Kaikkein eniten panostimme palveluun; se oli henkilökohtaista ja räätälöityä. Palvelumme sai erittäin hyvää palautetta ja arvostusta asiakkailta. Panostimme myös rekламаatiokäsittelyyn. Laukuille aina sattui ja tapahtui, ja valmistusvirheitä saattoi esiintyä. Halusimme, että asiakkaille jäisi kaikesta huolimatta positiivinen muisto.

2. Minkälainen ihminen on DFN ihanneasiakas? Miksi?

Kyseessä on aikuinen nainen, joka on keskituloinen, ehkä kuitenkin vähän keskitasoa parempituloinen.

3. Minkälaisia ihmisiä liikkeessä oikeasti kävi eniten?

Juuri yllä kuvatuista kaltaisista kävi kaikkein eniten. Jonkin verran iäkkäämpiäkin kävi myös, vähemmistönä toki. Tyypillisin asiakas oli 45 -55-vuotias nainen, joka on suhteellisen hyvätuloinen.

4. Mitä DFN markkinointiviestintään sisältyi? Mitä kanavia käytettiin?

Tärkein kanava oli ehdottomasti Helsingin Sanomat, jossa mainostettiin. Meillä oli myös omia kampanjoita, ja jonkin verran mainostettiin naistenlehdissä kuten Ellessä ja Gloriassa. Lähetimme oikean toimittajan tekemiä lehdistötiedotteita lehdille, ja olimme yhteydessä bloggaajiin. Netissä meillä oli Facebook -sivu, verkkosivut ja verkkokauppa. Mietimme jossain vaiheessa radio-mainoksen tekemistä, mutta toteusimme, että meidän kohderyhmän tavoittaa kyllä näiden muidenkin kanavien kautta. Järjestimme kanta-asiakkaille iltoja, joissa esiteltiin uutuuksia, ja tarjottiin vähän kuohuvaa ja pikkusuolaista syötävää. Keräsimme myös postituslistan niille, jotka it-

se antoivat sähköpostiosoitteensa. Järjestimme kaksi tai kolme kertaa muotialan yrittäjä Birgitta Öunapin kanssa yhdessä suljetun tilaisuuden, jossa esiteltiin muotinäytöksen tapaan Birgitan B -line -liikkeen vaatteita sekä meidän laukujamme (ks. linkki: http://www.iltalehti.fi/viihde/2012051915596444_vi.shtml). Tilaisuudet olivat sekä keväällä että syksyllä. Emme kuitenkaan kokeneet muotinäytöksistä olevan meille hyötyä.

5. Minkälainen markkinointi/viestintä toimi parhaiten? Missä, miten?

Ehdottomasti Hesarin ilmoitukset, ja ne näkyivät heti asiakasvirrassa. Ilmoituksesta sai aina ainakin rahat takaisin, ja useimmiten enemmän. Näitä ilmoituksia olisi pitänyt olla enemmän, mutta kyseessä on ehkä kallein ilmoitus, minkä voi laittaa, joten kyseessä oli kustannuskysymys.

6. Minkälainen markkinointi/viestintä toimi huonoiten? Miksi luulet näin olleen?

Naistenlehti-mainokset, koska ne eivät tuoneet meille yhtään mitään. Oikea lehti-juttu DFN:stä, joka julkaistiin Anna-lehdessä heti aloittamisemme jälkeen, toi paljon asiakkaita.

7. Miten paljon rahaa markkinointiin käytettiin?

Lauri Vanninen, toinen omistajista, vastasi tähän: ”keskimäärin kuussa tonni-tonni-viisisataa”. Meillä oli Helsingin Sanomilla hyvä yhdyshenkilö, joka ilmoitti aina peruutuspaikoista, jotka sai puoleen hintaan. Parhaillaan meillä oli pieni ilmoitus Helsingin Sanomien etusivulla, mutta ilmoitus maksoi silti 1500€.

8. Toimiko markkinointi verrattuna kohdeasiakasryhmään?

Kyllä. Mielestäni Helsingin Sanomat toimi, sekä Anna ja Me Naiset – lehdet. Julkaisuissa, jota asiakkaat eivät lue, ei ole järkeä.

9. Minkä lehtien kanssa tehtiin yhteistyötä? Minkä lehtien kanssa olisi haluttu tehdä yhteistyötä? Missä lehdissä mainostettiin?

Olisimme halunneet tehdä enemmän yhteistyötä Me Naiset - ja Gloria-lehtien kanssa, ja olisimme toivoneet, että meidän laukut olisivat päässeet mukaan lehtijuttuihin.

Ne kuitenkin suosivat enemmän isoja luksusmerkkejä, jotka sopivat lehden imagoon. Glorian muotijuttuun mukaan pääseminen olisi voinut tuoda meille paljon.

10. Järjestettiinkö tapahtumia? Minkälaisia tapahtumia järjestettiin?

Kyllä; kanta-asiakasiltoja sekä muotinäytöksiin osallistumiset.

11. Käytettiinkö muuta sosiaalista mediaa kuin Facebook:ia? Miksi se, miksi muut?

Muita some -kanavia ei käytetty. Jälkiviisaana muut kanavat olisi voinut ottaa käyttöön myös, jos olisi ollut enemmän aikaa ja resursseja. Facebook oli itselle kaikkein tutuin kanava, joten se otettiin käyttöön sen takia. Facebook -sivu ei ole ollut superaktiivinen, koska mietittiin hieman, että onko se sopiva kanava meidän kohdeasiakasryhmälle. ”Facebook mummoutuu, mutta meidän asiakkaat ei ihan täysin ole sosiaalisessa mediassa”. Facebook:in kautta pystyy kuitenkin vaikuttamaan kohderyhmän ohi muihin asiakkaisiin.

12. Minkälaista markkinointiviestintää käytettiin muuttovaiheessa/ kun uutta liikettä oltiin avaamassa?

Toimimme 6 kuukautta vain verkkokauppana sen jälkeen kun lähdettiin WTC:n liikkeestä kesällä 2012 ennen kuin maaliskuussa avattiin Bulevardin liike. Sinä aikana meillä oli vain verkkosivut, verkkokauppa, ja Facebook – sivut, joiden kautta olimme asiakkaisiin yhteydessä. Asiakkailla oli mahdollisuus tulla katsomaan laukkuja meidän tiloissamme, ja lähetimme niitä tilanneille asiakkaille. Asiakkailla oli myös mahdollisuus noutaa tuotteensa itse.

13. Minkä takia DFN toiminta loppui?

Se ei enää kannattanut, ja aloimme maksaa toiminnan ylläpitämisestä. Bulevardin tila ei toiminut meille, ja talossa ollut julkisivuremontti oli paljon suuremmassa mittakaavassa kuin mitä sen piti olla. Liikkeen ikkuna ja sisäänkäynti jäi kokonaan remonttitelineiden ja levyjen peittoon, eivätkä asiakkaat löytäneet liikettä. Bulevardin tila ei myöskään ollut tarpeeksi keskeisellä paikalla Helsingin keskustassa. Lisäksi mielestäni taantuma vei suuren osan asiakkaista, ja se alkoi vaikuttamaan ostokäyt-

täytymiseen sillä aikaa kun liikkeemme oli suljettuna. Taantumasta uutisointi sai asiakkaat epäilemään ja säästämään laukkujen ostamisessa.

Emme ole kuitenkaan ihan kokonaan luopuneet liikkeen ideasta, hetki ei vain ole oikea. Katsotaan sitten uudestaan tulevaisuudessa.

14. Mitä olisi sinun mielestäsi pitänyt tehdä toisin, jotta liiketoimintaa oltaisi voitu jatkaa?

Ehkä ei olisi pitänyt muuttaa Bulevardille, ja olisi ollut hyvä jos taloudellista lamaa ei olisi ollut. Meille tuli kyllä uutta mallistoa, josta asiakkaat tykkäsivät. Laukku määrällään niin, että ihminen pärjää ilman uutta laukkuja. Kyseessä ei ole tarvehankinta, vaan jotain ylimääräistä; ”just se mistä ihmiset karsii kun on lama”.

15. Jos raha ei olisi ongelma, minkälaista markkinointiviestintää luulet että olisi parasta käyttää? Minkälaisia tapahtumia kannattaisi järjestää?

Helsingin Sanomiin lisää mainontaa. Jos raha ei todellakaan olisi ongelma, ”olisi voinut palkata ammattilaisen, joka tuntee piirit. Jonkun muotialan ihmisen, joka pääsee luokuttamaan niin, että oltaisiin päästy näkymään”.

Attachment 3. Interview with Jenni Väre 29.01.2014

1. Saanko mainita nimesi lopullisessa työssä?

Saa laittaa nimellä.

2. Mitä tarkoitetaan sillä, että markkinointia toteutetaan liikkeellä itsellään?

Liikkeen nimestä pyrittiin tekemään brändi. Tämä tarkoittaa sitä, että liike sisustettiin brändiin sopivaan tyyliin, joka on graafinen, pikkuisen naisellinen ja romanttinen ja ”vanhaa italiaa henkivä”. Sisustus elementit olivat myös brändin kanssa yhteneviä. Liikkeen sisustus sai todella hyvää palautetta asiakkailta.

3. Minkälainen ihminen on DFN ihanneasiakas? Miksi?

Ihanneasiakas on sellainen, joka ostaa kolme laukkaa kerralla. Oikea ihanneasiakas on n. 40 -50-vuotias nainen, joka on tietoinen omasta tyylistään ja trendeistä, mutta joka ei halua maksaa laukusta satoja euroja. Sellainen asiakas, joka osaa arvostaa sitä, että hinta-laatu suhde on hyvä. DFN:llä on paljon vakioasiakkaita. Liikkeen sijainnin vaihtelu aiheutti ongelmaa asiakaskunnan kanssa, sillä asiakkaiden oli vaikea pysyä perässä, ja osa vakioasiakkaista ”hävisi” muuton yhteydessä.

4. Minkälaisia ihmisiä liikkeessä oikeasti kävi eniten?

Eniten liikkeessä kävi keskimäärin n. 40 -50 vuotiaita trenditietoisia naisia, jotka arvostavat hyvää hinta-laatu suhdetta. Toki asiakkaina oli myös 30- ja 60- vuotiaitakin.

5. Mitä DFN markkinointiviestintään sisältyi? Mitä kanavia käytettiin?

DFN on mainostanut sanomalehdessä, aikakauslehdessä ja Facebookissa. Mainoksia on ollut eniten Helsingin Sanomissa, mutta kertaalleen myös Gloria-lehdessä. Facebookissa DFN:llä on oma sivu, mutta sillä on ollut myös muutama maksullinen mainos. Kesällä markkinointia on ollut ständien muodossa Aleksanterinkadulla. DFN on osallistunut muutamaaan muotinäytökseen ja laukkuja on käytetty rekvisiittana mm. Me Naiset- ja Anna-lehtien kuvauksissa. Liikkeessä on kerätty kanta-asiakkaiden yhteystietoja ja niiden avulla on luotu postituslista. Listalla on noin 50 asiakasta. Näille kanta-asiakkaille on lähetetty maltillisin väliajoin mainoksia, tarjouksia sekä yleispäivitystä uutuuksista. Muutamaaan bloggaajaan oltiin yhteydessä, ja

he mainitsivat DFN:n blogeissaan. DFN järjesti WTC -talon liikkeessä yhteensä 3 kanta-asiakasilta, jotka koettiin hyvin menestykselliseksi. Bulevardin uudessa liikkeessä on pidetty vain avajaiset.

6. Minkälainen markkinointi/viestintä toimi parhaiten? Missä, miten?

Mainokset Helsingin Sanomissa toimivat ehdottomasti parhaiten. Erityisesti ennen kuin HS siirtyi tabloidi-kokoon, mainoksia sai etusivulle ja sen tulokset näkyivät heti asiakasvirrassa seuraavina päivinä. Tabloidi-kokoiseen lehteen ei saa enää pieniä mainoksia kanteen, jolloin ne tulevat lehden sisälle eikä niitä näe niin helposti. Suhteiden avulla kansimainokset saatiin puoleen hintaan, koska kyseessä saattoi olla esimerkiksi peruutus-tila. Kyseessä olevat mainokset olivat aika pieniä standardimainoksia, joissa on tekstiä ja Jennin piirtämät kuvitukset laukuista. Mainoksissa käytettiin usein iskulauseita kuten: ”italialaisia laukkuja italialaiseen hintaan”. Jossain vaiheessa myynnissä olleita iPad-suojakoteloita ja iPhone-kännykkäkuoria mainostettiin erikseen, ja ne herättivät kiinnostusta asiakkaissa.

7. Minkälainen markkinointi/viestintä toimi huonoiten? Miksi luulet näin olleen?

Muotinäytökset toimivat huonoiten. Yksi järjestetyistä näytöksistä oli naisyrittäjä-tut-tavan pitämä. Se oli visuaaliselta tyyliltään Puuma-näytös, jossa oli missejä malleina. Näytös pidettiin mummotunnelissa. Se ei tuonut lisää asiakkaita. Toinen näytös järjestettiin lehdistölle, mutta siitäkään ei ollut paljon iloa. Lehdet ovat hyvin merkkitietoisia, kuten myös asiakkaat, ja sen takia ”nimettömän pienen merkin” on vaikea saada tuotteitaan esille ja edustetuksi.

8. Miten paljon rahaa markkinointiin käytettiin? Mikä oli budjetti?

Kysy Kaisalta/Laurilta

9. Toimiko markkinointi verrattuna kohdeasiakasryhmään?

Helsingin Sanomat toimi hyvin, ja sen menestys tuli melkein yllätyksenä. Facebook päinvastoin ei toiminut kovin hyvin, koska DFN asiakaskunta ei ole Facebookin suurinta käyttäjäryhmää.

10. Näkyivätkö vuodenajat/sesongit myynnissä? Mikä oli DFN-parasta sesonkiaikaa? Miten silloin markkinoitiin?

Joulu näkyy myynnissä selkeästi. Kesäisin liikkeessä käy jonkin verran turisteja, mutta turistien on vaikea löytää liikkeeseen. WTC-liikkeen aikaan pystytettiin Aleksanterinkadulle ständi, jotta kaikki löytäisivät tuotteet. Tammi-helmikuussa pidetyt alennusmyynnit ovat myös melko tehokkaita ja tuotteita myydään paljon. Valmistujaiset ja kesähäät näkyvät pieninä piikkeinä myynnissä. Pikkujouluaika tuo hieman lisää asiakasvirtaa, mutta ero on melko pieni. ”DFN -loppuunmyynti meni villiksi, päivämyynti saattoi olla jopa 30 laukkua. Vain kalleimmat laukut taisivat jäädä myymättä”.

11. Minkä lehtien kanssa tehtiin yhteistyötä? Minkä lehtien kanssa olisi haluttu tehdä yhteistyötä? Missä lehdissä mainostettiin?

Mainostusta Gloria-lehteen olisi haluttu, mutta suuret aikakauslehdet arvostavat korkeita ja tunnettuja merkkejä, joten niihin on vaikea saada mainostilaa. Anna ja Me Naiset – lehdet olivat hyviä yhteistyökumppaneita. Kodin Kuvalehti- ja Kauneus ja Terveys- lehti olisivat myös hyviä vaihtoehtoja. Jenni ei ollut varma onko niiden kanssa jossain vaiheessa tehty yhteistyötä.

Eri lehtien toimittajia lähestyttiin säännöllisesti, ja heille lähetettiin tiedotteita ja ilmoitettiin mahdollisista kuvaus-lainoista. Toimittajia tavoiteltiin myös jälkikäteen puhelimitse ja yritettiin saada aikaan yhteistyötä.

12. Järjestettiin tapahtumia? Minkälaisia tapahtumia järjestettiin?

DFN järjesti 3 kanta-asiakasilta ja oli osallisena muotinäytöksissä.

13. Missä kuvauksissa (esim. lehti-kuvauksissa) DFN-tuotteita käytettiin?

Anna, Me Naiset

14. Käytettiinkö muuta sosiaalista mediaa kuin Facebookia? Miksi se, miksi muut?

Facebookissa on ryhmä, ja siellä on ollut muutama erillinen maksullinen mainos. Facebook toimi lisänä kivijalkaliikkeen ja verkkokaupan kanssa. Facebook ja DFN-

verkkosivut toimivat kanavana tavoittaa pääkaupunkiseudun ulkopuolella asuva asiakaskunta. Tärkeimpänä kriteerinä on, että Facebook on toiminut maksuttomana kanavana tavoittaa asiakkaat.

**15. Minkälaista markkinointiviestintää käytettiin muuttovaiheessa/ kun uut-
ta liikettä oltiin avaamassa? Entä siinä vaiheessa kun toiminta siirtyi pel-
kästään verkkokauppaan?**

Mainoksia oli varsinkin Helsingin Sanomissa muutaman mainoksen sarjana. Facebook -ryhmä avattiin siinä vaiheessa kun WTC -liike suljettiin. Nettikauppa avattiin jo aikaisemmin ja se toimi myyntikanavana kivijalkaliikkeen ollessa suljettuna. Nettikaupan puolelta myynti oli tasaisesti hiljaista, ja suurin osa tuotteista myytiin pääkaupunkiseudun ulkopuolelle. Tuotteita toimitettiin suoraan asiakkaille ja tuotteita sai noutaa. Nettikaupasta oli lyhyt info ja kuva Olivia -lehdessä, kun se avattiin.

16. Minkä takia DFN toiminta loppui?

Keskeisimpiä syitä olivat se, ettei uusi tila Bulevardilla toiminut ja talon julkisivuremontti vei liikkeeltä näkyvyyden. Uusi sijainti ei toiminut asiakkaille vaan asiakasvirta ehtyi. ”Muuttamiseen ja remontoitiin meni paljon rahaa, ja vaikka uusi tila ei toiminut tarpeiden mukaisesti, liike ei voi koko aikaa olla muuttamassa. Keskustassa liikekiinteistöjen hinnat ovat niin älyttömiä, ettei siellä pärjää kuin iso korporatio. Ylipäätään koko WTC-kiinteistön profiili oli painunut alas.”

**17. Mitä olisi sinun mielestäsi pitänyt tehdä toisin, jotta liiketoimintaa olisi
voitu jatkaa?**

Meille osui huono tuuri. Liikkeen sijainti muodostui ongelmaksi, varsinkin kun kyseessä on pieni ja tuntematon yritys. Tuotevalikoimaa olisi voinut ehkä hieman miettiä ja työstää. Mallit eivät uusiutuneet kovin usein, mutta pieni liike ei voi miellyttää kaikkia. Varasto oli hyvin pieni eikä ollut varaa pitää suuria määriä tuotteita seisomassa. Uusia malleja olisi voinut ottaa mukaan vähän tiuhempaan tahtiin.

18. Jos toinen yrittäjä aikoo nyt aloittaa samankaltaisen liikkeen pitämisen, niin minkälaisia neuvoja antaisit hänelle?

Ensinnäkin kannattaa varmistaa, että omaa hyvän suhdetehon ja tuntee paljon ihmisiä ja tätä kautta yksi markkinointikanava olisi valmiina. Hyvä perintö olisi varmasti plussaa. Tavara, jota myydään, pitäisi olla sellaista, jota ei ole joka kaupassa. Ostajakunta kannattaa rajata kunnolla, ja varmistaa, että tuotteille on olemassa sopivat ostajat. Olen edelleen sitä mieltä, että DFN:n idea oli loistava; myydä laadukkaita ja kohtuuhintaisia, persoonallisia tuotteita.

19. Jos raha ei olisi ongelma, minkälaista markkinointiviestintää luulet että olisi parasta käyttää tämän tyyllisen liikkeen kohdalla? Minkälaisia tapahtumia kannattaisi järjestää?

Jos rahaa olisi, kannattaisi Hesariin panostaa enemmän ja useammin, koska se on toiminut viestintäkanavana parhaiten. Muutenkin lehtinäkyvyyden lisääminen ja osallistuminen tapahtumiin on tärkeää. Jos on varaa suurempaan inventaarioon, laukujen määrään ja tarjontaan voisi keskittyä. Virallisten verkkosivujen kääntäminen englanniksi ja kansainvälistäminen voisivat myös olla hyviä ideoita.

Attachment 4. Interviews with individual potential customers

Interview with Sirpa on 19.3.2014. Performed in English.

1. How old are you?
 - 50 years
2. Through which marketing communications channel can you be reached the best?
 - via e-mail
3. Through which marketing communications channel can you be reached the worst?
 - via phone
4. Do you go to fashion-, health- or beauty fairs?
 - Yes, every time when it is possible.
5. What kind of marketing event would like to participate in?
 - I think that I would like private evenings with some luxury the most.
6. What kind of service do you like? What kind of service you don't like? Please describe.
 - I would like to be treated as an individual but I do not like pushing too much.
7. Do you follow any type of blogs on a regular basis? What kind?
 - I don't actually - sometimes I might read blogs including health tips or weight loss.
8. Do you feel that Internet-advertisements work for you? Why?
 - Rarely, because I do not really pay attention to them.
9. Do you feel that e-mail advertisements work for you? Why?
 - Yes I do. I can read the ones that I am interested in.
10. Do you use Twitter, Instagram or Pinterest? What do you think about them?
 - No, I do not use them.
11. Do you read The Helsingin Sanomat -newspaper on a regular basis?
 - Yes I do, daily.
12. What is your favorite magazine? Do you subscribe magazines? If yes, what magazines?
 - My favorite magazines are Fit and KuntoPlus and I have subscribed both of them.

13. Do celebrity endorsements affect your opinion on a brand or your purchasing decisions?
 - Only some times.
14. What comes to your mind about Italian leather bags? What qualities / attributes come to your mind first? What features should be highlighted in marketing communications?
 - Luxurious, softness and timeless design are qualities that come to mind. They might also be expensive.
15. Dolce Far Niente is a store in Helsinki selling high-quality, Italian leather bags. How would their marketing communications reach you the best?
 - Via e-mail, as I feel that e-mail works for me.

Interview with Heidi on 22.3.2014. Performed in English.

1. How old are you?
 - 47 years old
2. Through which marketing communications channel can you be reached the best?
 - e-mail, because I read all the e-mails that include something interesting
3. Through which marketing communications channel can you be reached the worst?
 - Phoning me is the worst way, because I don't like telesales.
4. Do you go to fashion-, health- or beauty fairs?
 - I would like to, but I don't normally have the time to go.
5. What kind of marketing event would like to participate in?
 - Trade fairs, maybe possibly an evening for customers, where products are showed, you get to look at them, have some sparkling drinks and discount prices on the products.
6. What kind of service do you like? What kind of service you don't like? Please describe.
 - Professional, friendly, good customer service, relaxed but good. I don't like customer servants who act over-important, and who judge your wallet's size based on appearances. I don't like arrogant sales people.
7. Do you follow any type of blogs on a regular basis? What kind?

- No.
8. Do you feel that Internet-advertisements work for you? Why?
 - Yes, they are easy to look at, and “in your face”.
 9. Do you feel that e-mail advertisements work for you? Why?
 - Yes, because they are easy and I can do it on my own time, when I have time. I get to pick and choose the ones that I read.
 10. Do you use Twitter, Instagram or Pinterest? What do you think about them?
 - No. I don’t think about them. I know them by name, but they don’t interest me, and I really don’t have the time. I have to pick and choose what I do.
 11. Do you read The Helsingin Sanomat-newspaper on a regular basis?
 - No. I don’t have time to read it.
 12. What is your favorite magazine? Do you subscribe magazines? If yes, what magazines?
 - My favorite magazine is Hevoset ja Ratsastus, but I don’t subscribe it because it is so expensive. I subscribe Fit-magazine, but I don’t really have the time to read it.
 13. Do celebrity endorsements affect your opinion on a brand or your purchasing decisions?
 - No, never. They don’t affect me, because I don’t care. At this age it doesn’t affect you anymore.
 14. What comes to your mind about Italian leather bags? What qualities / attributes come to your mind first? What features should be highlighted in marketing communications?
 - Qualities like expensive, classic, good quality and beautiful. It would be good to highlight that you get good quality for your money.
 15. Dolce Far Niente is a store in Helsinki selling high-quality, Italian leather bags. How would their marketing communications reach you the best?
 - Internet-advertising or e-mail.

Interview with Kaija on 21.3.2014. Performed in Finnish.

1. Minkä ikäinen olet?
 - 43

2. Minkä markkinointiviestintäkanavan kautta sinut tavoittaa parhaiten?
 - Kotiin jaettavat mainoslehdet tulee kyllä selattua, vaikka aihe ei juurikaan kiinnostaisi, ja tietysti paikallinen sanomalehti.
3. Minkä markkinointiviestintäkanavan kautta sinut tavoittaa huonoiten?
 - Internetin
4. Käytkö muoti-, terveys- tai kauneus-messuilla?
 - En käy.
5. Minkälaiseen markkinointi-tilaisuuteen osallistuisit mielelläsi?
 - Huumorilla höystettyyn, jossa ei ole tyrkytyksen makua vaan kerrotaan asiallisesti kyseessä olevasta tuotteesta.
6. Minkälaisesta palvelusta pidät? Minkälaisesta palvelusta et pidä? Kuvaile.
 - Ystävällinen, asiantunteva ja hymyilevä asiakaspalvelu vetää aina pisteet kotiin. Liian tyrkyttävä ja ”lipova” asenne saa vaan perääntymään.
7. Luetko mitään blogeja säännöllisesti? Millaisia?
 - En lue.
8. Koetko, että Internetissä olevat mainokset toimivat kohdallasi? Miksi?
 - En koe, että ne toimisivat. En vaan yksinkertaisesti huomioi niitä ja käytän niin vähän nettiä ylipäätään.
9. Koetko, että sähköpostimainonta toimii kohdallasi? Miksi?
 - Sähköposti on aika vähäisellä käytöllä ja silloin harvoin kun käyn niin käyn lähinnä poistamassa sinne jostain tiensä löytäviä mainoksia.
10. Käytätkö Twitteriä, Instagramia tai Pinterestiä? Mitä mieltä olet niistä?
 - En käytä, mutta ne voivat toimia joillekin. Facebook riittää minulle.
11. Luetko Helsingin Sanomia säännöllisesti?
 - En. Saatan selailla sitä muutaman kerran vuodessa jos se sattuu sopivasti eteeni.
12. Mikä on suosikkisi aikakauslehdistä? Tilaatko aikakauslehtiä? Jos tilaat, mitä lehteä?
 - En osaa nimetä suosikkia, mutta esimerkiksi Apua tai Annaa saatan selailla jos eteen sattuu. Itselleni ei tule mitään aikakauslehteä.
13. Vaikuttaako julkkisten käyttö brändi-ikoneina ja heidän kanssaan yhteistyössä tehdyt mainokset sinun mielikuvaasi brändistä tai ostopäätökseesi?

- Ei vaikuta. Ostan asioita/tavaroita yleensä vain kun todella tarvitsen jotain.
14. Minkälainen mielikuva sinulle tulee italialaisista nahkalaukuista? Mitkä ominaisuudet tulevat ensimmäisenä mieleen? Mitä ominaisuuksia pitäisi sinun mielestäsi korostaa markkinointiviestinnässä?
- Ensimmäiseksi tulee jostain kumman syystä mieleen, että italialaiset nahkalaukut varmaankin tuoksuvat tosi hyviltä.
15. Dolce Far Niente on italialaisia, laadukkaita nahkalaukkuja myyvä liike Helsingissä. Mitä kautta heidän markkinointiviestintänsä tavoittaisi sinut parhaiten?
- Luultavasti radion kautta, koska nimi kuulostaa oikein lausuttuna todennäköisesti tosi kauniilta, joten siihen kiinnittäisi varmasti huomiota.

Interview with Johanna on 24.3.2014. Performed in English.

1. How old are you?
 - 41 years
2. Through which marketing communications channel can you be reached the best?
 - Through magazine advertising, and on-screen marketing
3. Through which marketing communications channel can you be reached the worst?
 - E-mail, home delivered paper mail, and telephone marketing put me off.
4. Do you go to fashion-, health- or beauty fairs?
 - No
5. What kind of marketing event would like to participate in?
 - I'm not very keen to participate in events as such.
6. What kind of service do you like? What kind of service you don't like? Please describe.
 - I like personal, expert / knowledgeable service. I don't like pushy service, but I do appreciate it when a sales person approaches me politely and then lets me browse in peace until I have a specific question. In summary they need to let me know they're there for me without being pushy. When I need service I'll ask for it, and then I expect the service person to be there for me 100 percent for that short time I'm in their store. For example in the fitting room, I like it if they tell me if something fits or not and can suggest possible alternatives and fetch them for me. That's traditional good service for you.

7. Do you follow any type blogs on a regular basis? What kind?
 - I follow Heini Issue, because it's based on environmental values and because the photography is fabulous.
8. Do you feel that Internet-advertisements work for you? Why?
 - Services already known to me from "real life" can catch my eye on the net if there's an interesting and timely campaign.
9. Do you feel that e-mail advertisements work for you? Why?
 - Absolutely not. I don't like my inbox to be filled with commercial messages. In fact, I never open the messages and just delete them.
10. Do you use Twitter, Instagram or Pinterest? What do you think about them?
 - I don't use them. Yet.
11. Do you read The Helsingin Sanomat-newspaper on a regular basis?
 - On the web, yes.
12. What is your favorite magazine? Do you subscribe magazines? If yes, what magazines?
 - Suomen Kuvalehti. I hardly ever read women's glossy magazines.
13. Do celebrity endorsements affect your opinion on a brand or your purchasing decisions?
 - No, I like to think of myself as independent.
14. What comes to your mind about Italian leather bags? What qualities /attributes come to your mind first? What features should be highlighted in marketing communications?
 - Good quality and beautiful design. Those should be highlighted.
15. Dolce Far Niente is a store in Helsinki selling high-quality, Italian leather bags. How would their marketing communications reach you the best?
 - No answer

Interview with Katri on 25.3.2014. Performed in Finnish.

1. Minkä ikäinen olet?
 - 34
2. Minkä markkinointiviestintäkanavan kautta sinut tavoittaa parhaiten?

- Internet, lehtien yhteydessä olevat mainokset, Facebook-mainokset, ammat-
tijulkaisut
3. Minkä markkinointiviestintäkanavan kautta sinut tavoittaa huonoiten?
 - naisten- ja iltapäivälehdet, televisio
 4. Käytkö muoti-, terveys- tai kauneus-messuilla?
 - Joskus, en säännöllisesti
 5. Minkälaiseen markkinointi-tilaisuuteen osallistuisit mielelläsi?
 - Monipuoliseen tilaisuuteen, ei vain yhden tuotteen tai yhden yrityksen järjestä-
mään. Tilaisuuden ei pidä myöskään olla ajallisesti kovin sitova, eli voi tulla ja
lähteä oman aikataulunsa mukaisesti.
 6. Minkälaisesta palvelusta pidät? Minkälaisesta palvelusta et pidä? Kuvaile.
 - Pidän asiantuntevasta palvelusta, ja siitä, että myyjällä on vahva tuntemus myy-
mästään tuotteesta ja hyvät käytöstavat. En pidä yli-innokkaasta, tekopirteästä,
"päällekyvästä" myyntitavasta. Olen siis enemmän tyypillinen suomalainen kuin
jenkkiläinen ostajatyyppi.
 7. Luetko mitään blogeja säännöllisesti? Millaisia?
 - Kyllä, ammattiini liittyviä blogeja (urheilu, fysiologia, ammattivalmennus) sekä
joitain HS:n blogeja aina ajoittain, lähinnä yhteiskunnallisia aiheita käsitteleviä.
 8. Koetko, että Internetissä olevat mainokset toimivat kohdallasi? Miksi?
 - Ajoittain toimivat. Olen esimerkiksi löytänyt loistavan vaatekaupan Facebook-
mainoksen perusteella.
 9. Koetko, että sähköpostimainonta toimii kohdallasi? Miksi?
 - Ei. Sähköpostia tulee jo muutenkin aivan liikaa, en yleensä edes avaa mainoksia
vaan laitan ne suoraan roskakoriin.
 10. Käytätkö Twitteriä, Instagramia tai Pinterestiä? Mitä mieltä olet niistä?
 - En. Ne ovat varmasti hyviä, mutta aikataulullisesti on ollut pakko rajata tiettyjä
juttuja pois arjesta.
 11. Luetko Helsingin Sanomia säännöllisesti?
 - Kyllä. Sähköistä versiota arkisin ja paperista viikonloppuisin.
 12. Mikä on suosikkisi aikakauslehdistä? Tilaatko aikakauslehtiä? Jos tilaat, mitä lehteä?

- En tilaa. Työn puolesta minulle tulee oman ammattialani aikakauslehtiä. Ajoittain luen Kauppalehteä. Ostan noin kerran kuussa Marie Claire France- lehden irtonumerona.
13. Vaikuttaako julkisten käyttö brändi-ikoneina ja heidän kanssaan yhteistyössä tehdyt mainokset sinun mielikuvaasi brändistä tai ostopäätökseesi?
- Kyllä. Joskus positiivisesti, jos henkilö edustaa kanssani samoja arvoja, joskus negatiivisesti, jos kyseessä on mielestäni vastenmielinen henkilö.
14. Minkälainen mielikuva sinulle tulee italialaisista nahkalaukuista? Mitkä ominaisuudet tulevat ensimmäisenä mieleen? Mitä ominaisuuksia pitäisi sinun mielestäsi korostaa markkinointiviestinnässä?
- Kaunis, tyylikäs, laadukas. Korostaisin laatua.
15. Dolce Far Niente on italialaisia, laadukkaita nahkalaukkuja myyvä liike Helsingissä. Mitä kautta heidän markkinointiviestintänsä tavoittaisi sinut parhaiten?
- Varmasti messujen yhteydessä. Nahkalaukku ei ole artikkeli, minkä ostaisin esimerkiksi netistä.

Interview with Pilvi on 26.3.2014. Performed in English.

1. How old are you?
 - 31 years
2. Through which marketing communications channel can you be reached the best?
 - Social media
3. Through which marketing communications channel can you be reached the worst?
 - Print media (newspapers, magazines)
4. Do you go to fashion-, health- or beauty fairs?
 - Rather rarely.
5. What kind of marketing event would like to participate in?
 - For example something with outdoor activities or an invitation only party in the store
6. What kind of service do you like? What kind of service you don't like? Please describe.

- Normally if I notice that the service is bad in some store, I will try to avoid going there in the future. I think that the best customer service is given when the salesperson shows real interest in my questions and also proactively offers his/her help. The worst service happens when salesperson is concentrating on his/her own personal matters (for example on a mobile phone) rather than on the customer. I also think that a positive and smiling person is the best for customer service duties.
7. Do you follow any type of blogs on a regular basis? What kind?
 - Only a couple of fitness blogs. I would like to read also some other blogs, but I just don't have enough time to do that.
 8. Do you feel that Internet-advertisements work for you? Why?
 - Depends on the ad and in which channel it is presented (e-mail, home page, Facebook etc.). I would say that if the product itself is something that I actually need, then I will pay attention to the ads. Otherwise I don't put too much time in them.
 9. Do you feel that e-mail advertisements work for you? Why?
 - Not that well because normally most of the e-mail ads are junk-mail. Maybe some specific e-mails about upcoming sales (for example -20 percent for one day in the store) are something which catch my attention.
 10. Do you use Twitter, Instagram or Pinterest? What do you think about them?
 - I know what they are, but they are all still on my "to do" list. I just haven't had the time to start using them.
 11. Do you read The Helsingin Sanomat -newspaper on a regular basis?
 - I read Helsingin Sanomat at my work place, but not that regularly. Maybe 2-3 times a week.
 12. What is your favorite magazine? Do you subscribe magazines? If yes, what magazines?
 - I don't subscribe any magazines. If I would need to say one magazine, maybe it would be Me Naiset because it doesn't have so many ads as the other ones, for example Olivia-magazine.
 13. Do celebrity endorsements affect your opinion on a brand or your purchasing decisions?

- No.
14. What comes to your mind about Italian leather bags? What qualities / attributes come to your mind first? What features should be highlighted in marketing communications?
- That they are handmade, of good quality, long lasting, classic and always fashionable. Those are the highlighted features also.
15. Dolce Far Niente is a store in Helsinki selling high-quality, Italian leather bags. How would their marketing communications reach you the best?
- Through Facebook and recommendations from friends. I have heard about the store a couple of times but I don't remember that I have ever seen their advertisements anywhere.

Attachment 5. The original questionnaire in Finnish

Markkinointiviestintätutkimus DFN

1. Kuinka vanha olet?
2. Kuinka kaukana asut Helsingin keskustasta?
 - alle 5 km
 - 5-10 km
 - 11-20 km
 - 21-30 km
 - yli 30 km
3. Onko sinulla Facebook-käyttäjätili?
 - kyllä
 - ei
4. Seuraatko yrityksiä Facebookissa?
 - kyllä
 - ei
5. Minkä kanavien kautta kuulet uusista kaupoista ja tuotemerkeistä?

	usein	silloin tällöin	harvoin / ei koskaan
Facebook			
Sanomalehdet			
Aikakauslehdet			
Esitteet			
Sähköposti			
TV-mainokset			
Valotaulu- ja seinämainokset			
Internet-mainokset			
Blogit			
Muut ihmiset			

6. Minkälaisista mainoksista pidät?

	1	2	3	4	5	
värikäs						mustavalkoinen
enemmän kuvia ja vähemmän tekstiä						enemmän tekstiä ja vähemmän kuvia
informatiivinen						salaperäinen
koristeellinen						yksinkertainen
symmetrinen						epäsymmetrinen

7. Kuinka haluaisit yrityksen ottavan sinuun yhteyttä?

- postilla
- sähköpostilla
- tekstiviestillä
- puhelimitse
- muu tapa, mikä?
- en halua yhteydenottoja

8. Kuinka usein haluaisit vastaanottaa mainoksia ja tarjouksia yrityksiltä?

- joka päivä
- 2-3 kertaa viikossa
- kerran viikossa
- kerran kahdessa viikossa
- kerran kuukaudessa
- kerran kahdessa kuukaudessa
- kerran puolessa vuodessa
- kerran vuodessa
- en halua vastaanottaa mainoksia

9. Otatko yleensä ilmaisen kanta-asiakkuuskortin vastaan?

- useimmiten
- joskus
- harvoin
- en, miksi?

10. Kuinka tärkeä syy kanta-asiakkuudelle on

	ei yhtään tärkeä	ei kovin tärkeä	melko tärkeä	erittäin tärkeä
Alennukset				
Erityistarjoukset, jotka ovat vain				

kanta-asiakkaille				
Tietoa uusista tuotteista				
Tietoa tapahtumista, tulevista tarjouksista ja alennuksista				
Muu syy, muut syyt				

11. Kuinka tärkeitä ovat seuraavat ominaisuudet kun harkitset uuden laukun ostamista?

	ei yhtään tärkeä	ei kovin tärkeä	melko tärkeä	erittäin tärkeä
Hinta				
Tuotemerkki				
Design				
Laatu				
Materiaali				
Paino				
Koko				

12. Minkä verran olet valmis maksamaan uudesta nahkalaukusta?

- 0-100€
- 101-200€
- 201-300€
- 301-400€
- +400€

13. Onko liike ja tuotemerkki Dolce Far Niente tuttu sinulle?

- Kyllä, olen tehnyt ostoksia liikkeessä
- Kyllä, olen käynyt liikkeessä
- Tunnen liikkeen nimeltä, mutta en ole käynyt liikkeessä
- En tunne liikettä

14. Jos Dolce Far Niente aloittaisi kanta-asiakkuusohjelman, olisitko kiinnostunut liittymään?

- Kyllä
- Ei
- Ehkä

15. Mitä odottaisit kanta-asiakkuusohjelmalta?

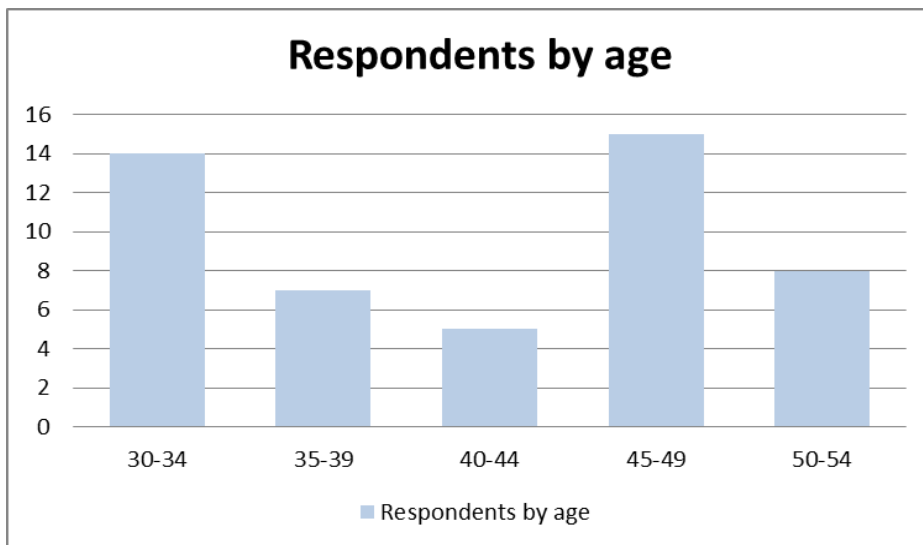
16. Anna vapaasti ideoita Dolce Far Nienten markkinointiviestinnän kehittämiseen

Kiitos vastauksistasi!

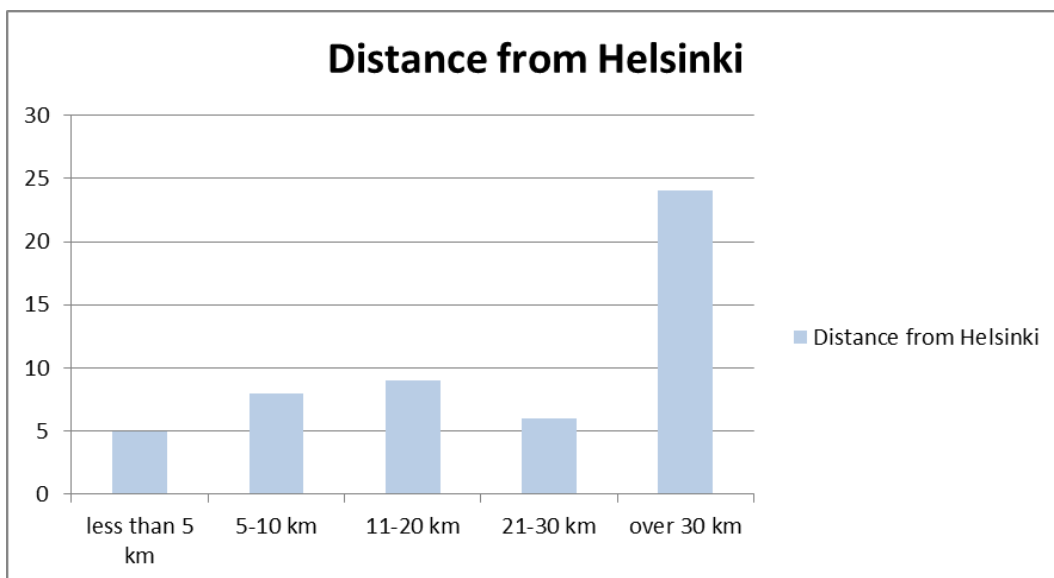
Tervetuloa käymään Dolce Far Nienten uudessa liikkeessä Helsingin Bulevardilla sekä verkkosivuilla!

www.dfn.fi
Bulevardi 24
00120 Helsinki
09-68988839
info@dfn.fi

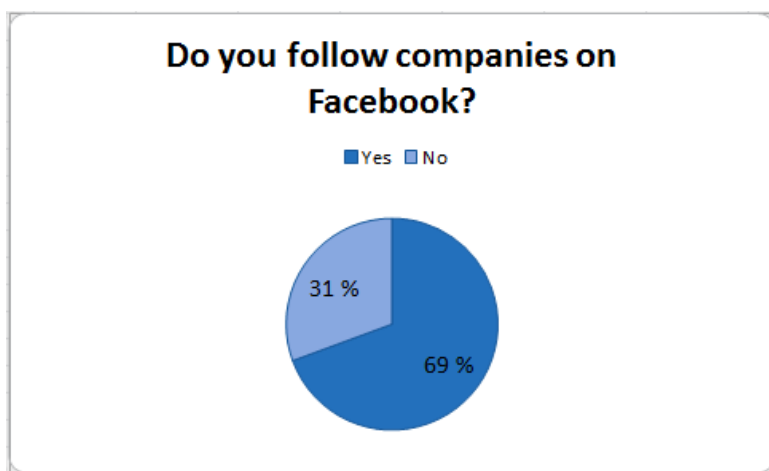
Attachment 6. Survey data in graphs



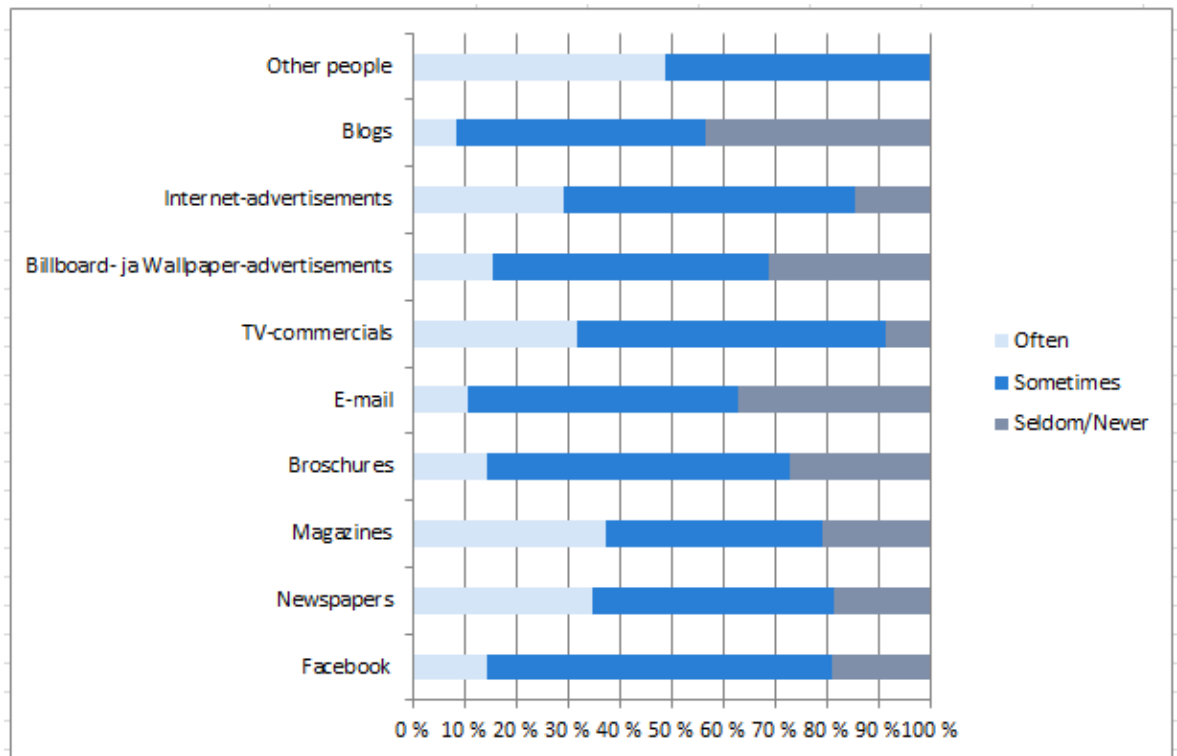
Graph 1. Question 1. How old are you?



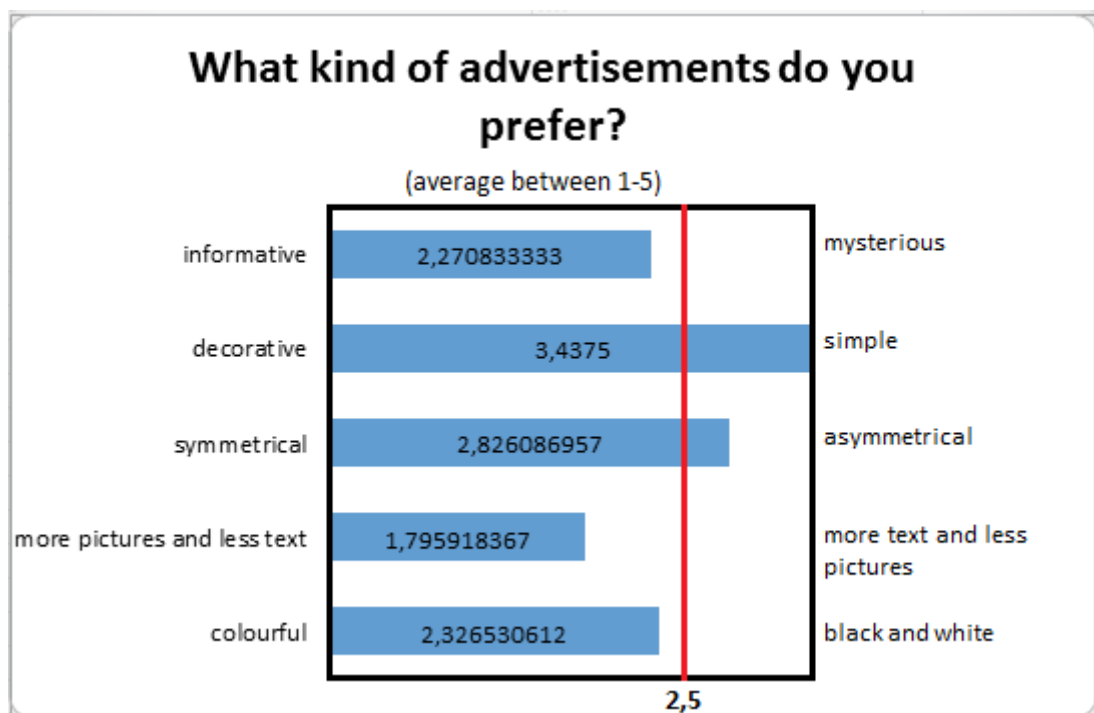
Graph 2. Question 2. How far do you live from the Helsinki city center?



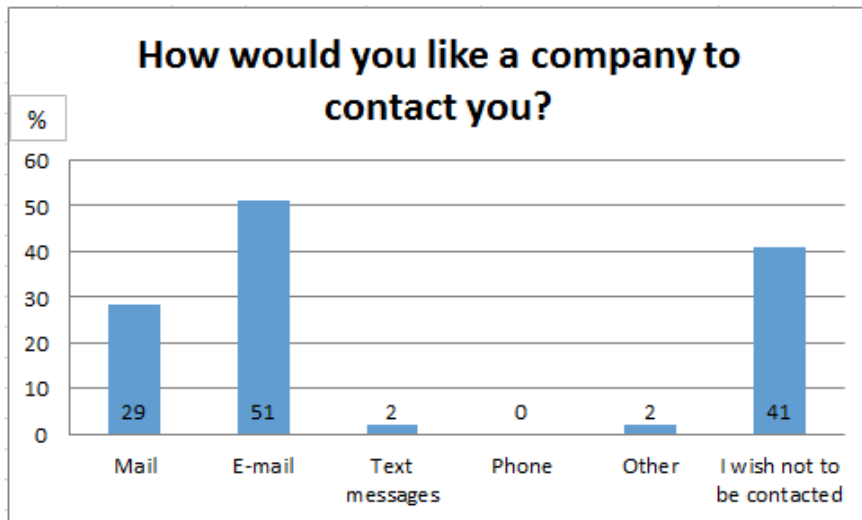
Graph 3. Question 4. Do you follow companies on Facebook?



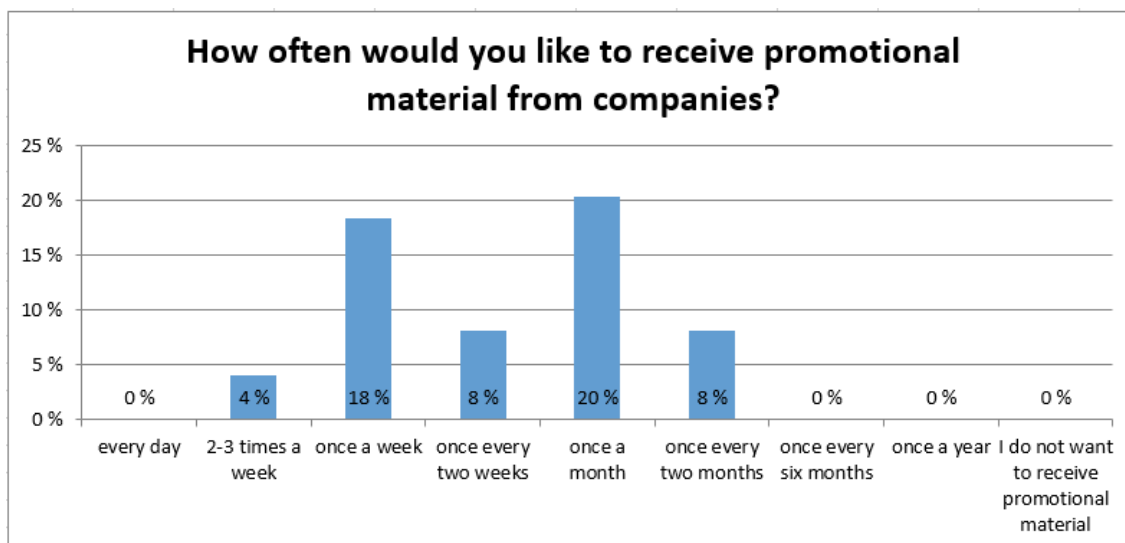
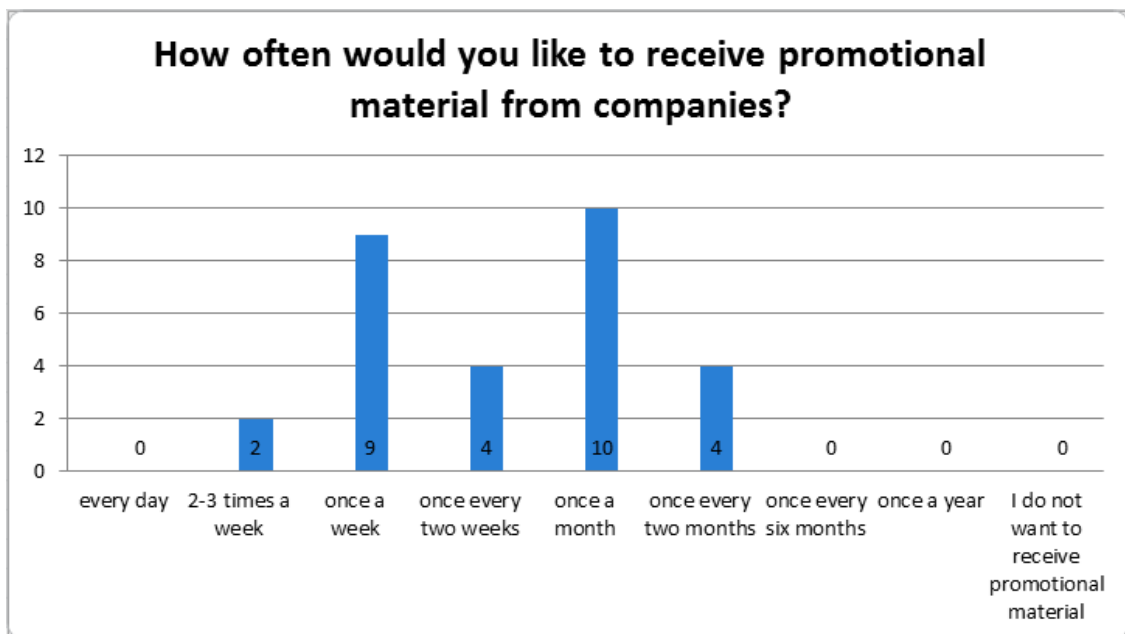
Graph 4. Question 5. Through which channels do you hear about new stores and brands?



Graph 5. Question 6. What kind of advertisements do you prefer?



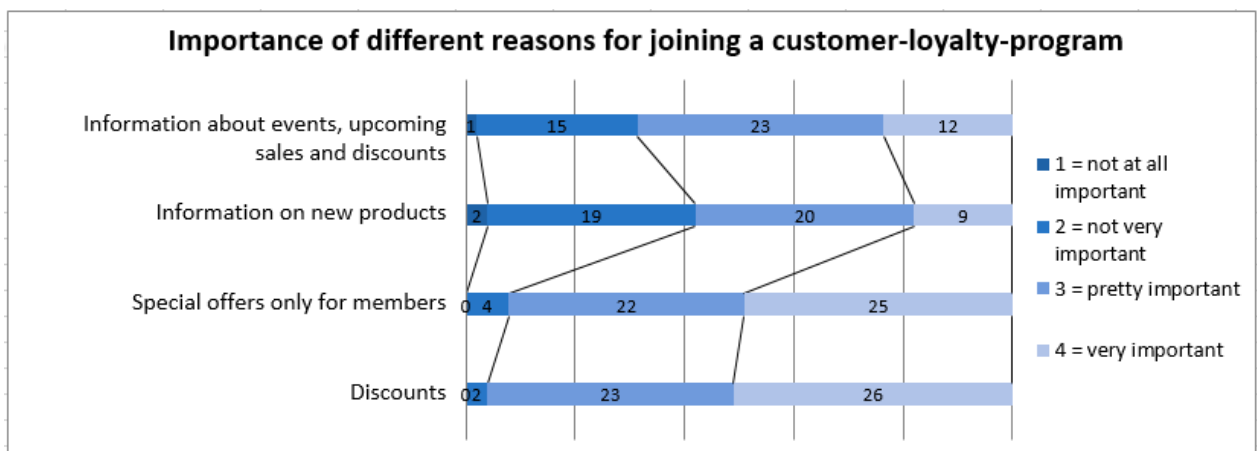
Graph 6. Question 7. How would you like a company to contact you?



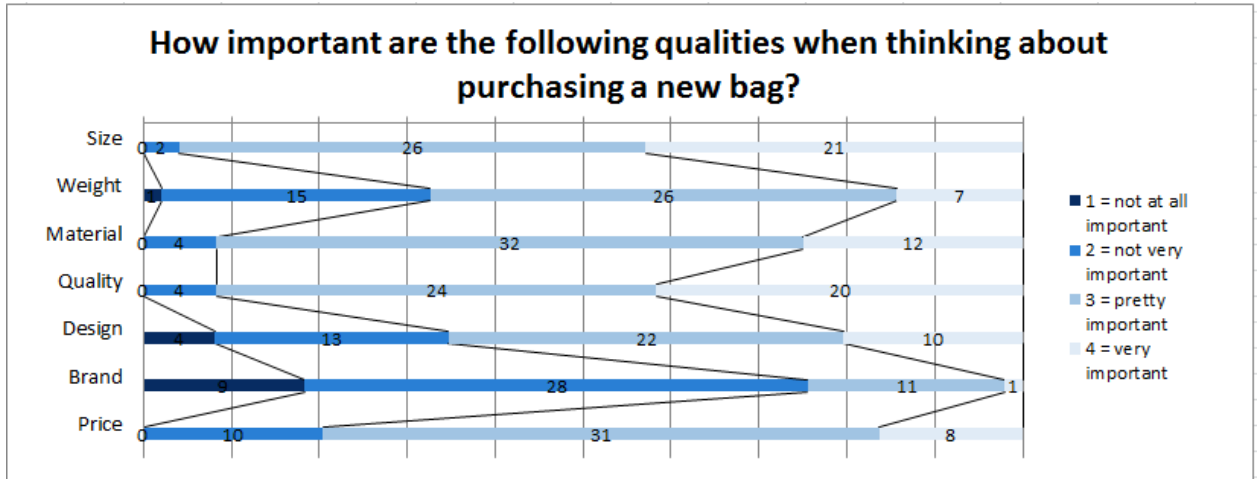
Graph 7. Question 8. How often would you like to receive promotional material from companies?



Graph 8. Question 9. Do you generally accept a free customer-loyalty card if offered?



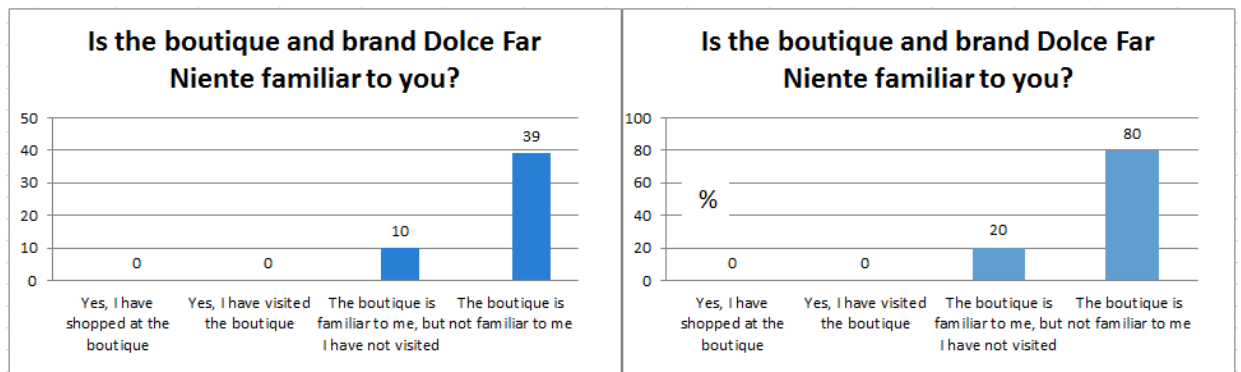
Graph 9. Question 10. How important reasons are discounts, special offers, information on new products, information about events and upcoming sales and other reasons for becoming a member of a customer-loyalty-program?



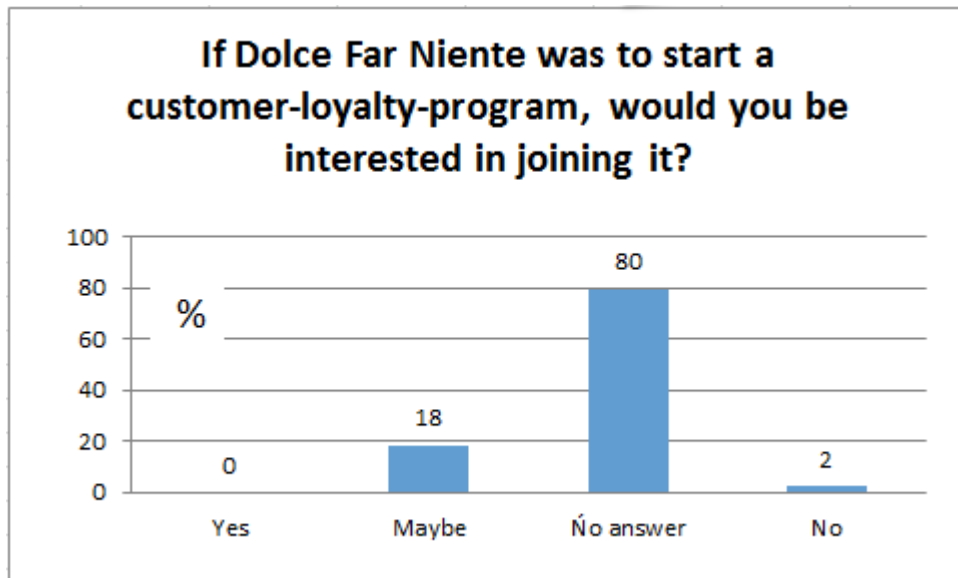
Graph 10. Question 11. How important are the following qualities when thinking about purchasing a new bag; price, brand, design, quality, material, weight and size?



Graph 11. Question 12. How much are you willing to pay for a new leather bag?



Graph 12. Question 13. Is the boutique and brand Dolce Far Niente familiar to you?



Graph 13. Question 14. If Dolce Far Niente were to start a customer-loyalty-program would you be interested in joining it?

Table 2. Question 15. What kind of expectations do you have for a customer-loyalty-program?

Respondent age	Answer
33	Sales offers, information about new products

Table 3. Question 16. Please freely give ideas for improving the marketing communications of Dolce Far Niente.

Respondent age	Answer
33	Targeted e-mails and Facebook-advertising

Attachment 7. List of figures, pictures and tables

Figure 1. Fundamental- and implementation decisions

Figure 2. Integrated marketing communications

Figure 3. A taxonomy of marketing communications

Figure 4. Key-theory frame

Figure 5. The current marketing communications of Dolce Far Niente

Figure 6. The preferred marketing communications of the target customers

Figure 7. Recommended marketing communications mix for Dolce Far Niente

Picture 1. Outside transport advertising

Picture 2. Celebrity endorsement

Picture 3. A collage posted on DFN Facebook-page

Table 1. Differences between current marketing communications of Dolce Far Niente and preferred marketing communications of customers